Based on the Development Plan of Danube University Krems 2019–2024
May 2019
This strategy document presents in greater detail and integrates the strengths, strategic goals and key strategies based on the Development Plan of Danube University Krems for the period 2019 – 2024.

At a time of increasing competition and dynamic change it is essential that Danube University Krems has a clear strategy to safeguard and promote the development of the university in its national and international context. This document presents the strategy.

Such a strategy must be more than generalized intentions set out for publication. The benchmark for its success can only be the extent to which it is implemented in practical terms.

For this reason, the aspiration was to establish a process in which the highest possible degree of focus was pursued, together with a high degree of participation and operationalization leading from the "big picture" to the levels of individual measures interlinked with numerous development opportunities.

The strategy of Danube University Krems should be read as a "strategic framework" offering both guidance and the necessary freedom to enhance the effectiveness of our university's best minds and ideas in teaching and research. This approach is intended to support day to day decision-making at all levels of the university, develop our future position in society and raise the visibility of our strengths.
STRENGTHS OF DANUBE UNIVERSITY KREMS
MISSION STATEMENT

MISSION

Danube University Krems is the leading public university for continuing education in Europe. With its expertise in teaching and research it works to overcome societal challenges.

STRENGTHS OF DANUBE UNIVERSITY KREMS

Within the German-speaking countries we are the only public university for continuing education. We have many years of experience in which we have established our leadership in the field of university-based continuing education. Our ambition is to provide outstanding quality to the highest international standards.

We identify and are deeply involved in current and future societal challenges and tailor our study programs to address them.

Our study model is oriented toward the specific requirements of adult learners in all phases of life and especially to the needs of working professionals. Innovative blended learning formats support part-time study for working professionals.

The (professional) experience of our students and teachers is embedded in our teaching and research activities and ensures an intense transfer of knowledge and skills.

We are committed to application-oriented and transdisciplinary research.

Our campus offers a service-oriented and inspiring working environment for our students and staff.
FACTS AND INFORMATION ABOUT OUR STRENGTHS

WITHIN THE GERMAN-SPEAKING COUNTRIES WE ARE THE ONLY PUBLIC UNIVERSITY FOR CONTINUING EDUCATION. WE HAVE MANY YEARS OF EXPERIENCE IN WHICH WE HAVE ESTABLISHED OUR LEADERSHIP IN THE FIELD OF UNIVERSITY-BASED CONTINUING EDUCATION. OUR AMBITION IS TO PROVIDE OUTSTANDING QUALITY TO THE HIGHEST INTERNATIONAL STANDARDS.

- For more than 20 years Danube University Krems is, due to its expertise, in the field of university-based continuing education in the lead within the German-speaking countries.
- More than 50 percent of all students in Austria, who have enrolled in a master program in academic continuing education, study at Danube University Krems.
- Danube University Krems holds the seal of quality of the Agency for Quality Assurance and Accreditation Austria (AQ Austria). It was one of the first public universities in Austria to receive accreditation to international standards for its PhD programs.
- A number of study programs have been accredited by specialized quality assurance agencies.
- Approximately 80 percent of the more than 24,000 graduates rated Danube University Krems as excellent or very good (Source: Alumni Study 2018).

WE IDENTIFY AND ARE DEEPLY INVOLVED IN CURRENT AND FUTURE SOCIETAL CHALLENGES AND TAILOR OUR STUDY PROGRAMS TO ADDRESS THEM.

- The study programs at Danube University Krems address relevant questions concerning societal, technological and organisational developments.
- One of the strengths of Danube University Krems is developing study programs that are ahead of their time.
- Our students feed current issues from their experience in the world of work into our teaching and research; the results of which then flow back from the university into the professions and real-life practice of our students. This ensures a high level of societal impact.

OUR STUDY MODEL IS ORIENTED TOWARD THE SPECIFIC REQUIREMENTS OF ADULT LEARNERS IN ALL PHASES OF LIFE AND ESPECIALLY TO THE NEEDS OF WORKING PROFESSIONALS. INNOVATIVE BLENDED LEARNING FORMATS SUPPORT PART-TIME STUDY BY WORKING PROFESSIONALS.

- The average age of our students is around 39. Most of them are working professionals who study part-time.
- The combination of face-to-face teaching and e-learning in the form of blended learning is especially suited to the needs of working professionals.
- All Danube University Krems study programs are distinguished by the use of innovative teaching and learning methods.
FACTS AND INFORMATION ABOUT OUR STRENGTHS

THE (PROFESSIONAL) EXPERIENCE OF OUR STUDENTS AND TEACHERS IS EMBEDDED IN OUR TEACHING AND RESEARCH ACTIVITIES AND ENSURES AN INTENSE TRANSFER OF KNOWLEDGE AND SKILLS.

- More than 50 percent of our 8,300 students have over 10 years of professional experience and generally hold a higher education qualification.

- In combination with the experience of our teaching staff – who are all respected experts in their fields – this promotes an intensive transfer of knowledge and skills in teaching and research.

- More than 80 percent of graduates consider that their study program increased their specialist expertise; more than 80 percent also state it contributes to their personal development (Source: Alumni Study 2018).

WE ARE COMMITTED TO APPLICATION-ORIENTED AND TRANSDISCIPLINARY RESEARCH.

- Research at Danube University Krems is focused on four institution-wide research fields: "Cohesive and Innovative Societies", "Cultural Heritage", "Regenerative Medicine" and "Continuing Education Research".

- Our research builds bridges between basic and application-oriented research and also between disciplines, thus generating dynamic results and innovation.

- Our research is distinguished by its societal results and impact.

OUR CAMPUS OFFERS A SERVICE-ORIENTED AND INSPIRING WORKING ENVIRONMENT FOR OUR STUDENTS AND STAFF.

- State-of-the-art lecture and research spaces, the library, the cultural program Campus Culture and services such as the childcare service Campus Kids, and Campus Sport offer students and staff excellent conditions.

- Staff, students and graduates of Danube University Krems come from 120 countries, creating a vibrant international atmosphere.

- Situated 80 km from Vienna in the UNESCO world heritage region Wachau, the Campus Krems is a highly attractive location.
Danube University Krems actively contributes to shaping society through university-based continuing education. We therefore focus on societal challenges and the transfer between research, teaching, and practice.

Danube University Krems is deeply involved in tackling current and future challenges. Questions from real-life practice feed into our teaching and research—and our working students implement answers from the university in real-life setting. The (professional) experience of students and teachers is integrated into teaching and research, thus ensuring an intense transfer of knowledge and skills between university and practice.

In research, Danube University Krems builds on the link between university and society, creating highly transdisciplinary bridges between basic research and practice.

Danube University Krems offers access to university-based continuing education not only to graduates and post-graduates but also to individuals who possess a comparable level of education and skills or who have gained a wealth of professional experience. University-based continuing education is therefore not only a key contribution to social mobility but also a response to societal and demographic trends (e.g., age, ethnic and educational structures).

By helping individuals upgrade their vocational skills and qualifications we therefore make an important contribution to societal development and to improved competitiveness.
Development of Danube University Krems

1995

1998
The academic degree Master of Business Administration (MBA) was awarded for the first time in Austria.

2002
The academic degrees Master of Laws (LL.M.) and Master in European Studies (M.E.S.) were introduced.

2004
The Federal Law on the University for Continuing Education was passed.

2006
Danube University Krems appointed its first professors; by May 2019 the University for Continuing Education had 27 professorships.

2012
Danube University Krems launched its own arts and culture program named Campus Culture.

2018
Opening of the Core Facility on Campus Krems - a joint research infrastructure of Karl Landsteiner University of Health Sciences and IMC University of Applied Sciences Krems.

2020
Danube University Krems launched its own arts and culture program named Campus Culture.

2005
As part of this development phase Danube University Krems was given a state-of-the-art bio-tech lab center. The new Campus Krems building was inaugurated on 7 October 2005.

2014
The Archive of Contemporary Arts, a collection of donations and bequests made by outstanding personalities from literature, music and other fields of the arts, was opened at Campus Krems.

2015
Accreditation of the first two PhD programs and certification of the quality management system by the Agency for Quality Assurance and Accreditation Austria (AQ Austria).

2019
Danube University Krems is integrated as public university in the Universities Act 2002.

Danube University Krems - Structure and Figures

Faculties and Departments

FACULTY OF HEALTH AND MEDICINE
- Health Sciences, Medicine and Research
- Biomedical Research
- Evidence-based Medicine and Clinical Epidemiology
- Economy and Health
- Clinical Neurosciences and Preventive Medicine
- Psychotherapy and Biopsychosocial Health

FACULTY OF BUSINESS AND GLOBALIZATION
- Management and Economics
- Legal Studies and International Relations
- E-Governance and Administration
- Migration and Globalization
- Knowledge and Communication Management
- European Policy and the Study of Democracy

FACULTY OF EDUCATION, ARTS AND ARCHITECTURE
- Continuing Education Research and Educational Technologies
- Arts and Cultural Studies
- Image Science
- Building and Environment
- Integrated Sensor Systems

Third-party Research Funding

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Projects by Funding Source

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Key Figures

51 MN.
Total budget (Annual Financial Statement 2018)

67%
Third-party financing (Annual Financial Statement 2018)

8,237
Students (January 4, 2019)

648
Staff (December 31, 2018)

Fields of Research

Cooperative and Innovative Societies
Cultural Heritage
Regenerative Medicine
Continuing Education Research

Fields of Study

Building & Environment
Education
Health & Medicine
Arts & Culture
Media & Communication
Migration & International Affairs
Psychotherapy & Social Services
Law & Administration
Economics & Business Management
Innovation was the founding philosophy of Danube University Krems, and ever since its establishment more than 20 years ago Danube University Krems has been dedicated to innovation. Thus it was the first and remains today the only public university in the German-speaking countries dedicated to continuing education. It was the first university in Austria to award the degree of Master of Business Administration (MBA).

It was also the first public university in Austria to have its own legal personality, long before other public universities won this status. Several of its principles were incorporated into the Universities Act 2002, which aimed to make Austrian higher education more competitive.

The study programs offered at Danube University Krems are true to its mission to innovate and to confront current and future societal, technological and organizational issues. The strength of Danube University Krems is that it develops study programs that are ahead of their time. We combine such programs with innovative teaching and learning formats such as Mixed Learning, a combination of face-to-face teaching and e-learning.

Innovation through science-based continuing education is Danube University Krems' response to contemporary issues and societal challenges. More than 20 years' experience of innovation assure the university a place among the front-runners in the field of university-based continuing education.
MISSION

Danube University Krems is the leading public university for continuing education in Europe. With its expertise in teaching and research it works to overcome societal challenges.

KEY PRINCIPLES

SOCIETAL IMPACT

INNOVATION

QUALITY

MISSION STATEMENT

Danube University Krems is the leading public university for continuing education in Europe. With its expertise in teaching and research it works to overcome societal challenges.

STRATEGIC GOALS

High Quality

Well-developed research with a clear profile

Leading university for continuing education in Europe

Attractive partner for scientific institutions and non-university partners

Intensified research-driven teaching

Good balance between study, work and family

Higher percentage of women in leadership positions

KEY STRATEGIES

Qualitative expansion of the life-phase-oriented study model with a focus on societal challenges

Further development of quality management

Further development of research in the institution-wide research fields

Stronger consideration of digital transformation processes

Further development and formalization of partnerships

Expansion of human resources and career development measures

Establishment of additional PhD programs

Expansion of international activities
Danube University Krems defines its strategic goals and supporting strategies. These key strategies contribute to executing implementation measures in order to achieve these strategic goals.

### Strategic Goals
- Leading university for continuing education in Europe
- High quality
- Well-developed research with a clear profile
- Attractive partner for scientific institutions and non-university partners
- Intensified research-driven teaching
- Good balance between study, work, and family
- Higher percentage of women in leadership positions

### Key Strategies
- Qualitative expansion of the life-phase-oriented study model with a focus on societal challenges: X
- Further development of quality management: X
- Further development of research in the institution-wide research fields: X
- Stronger consideration of digital transformation processes: X
- Further development and formalization of partnerships: X
- Expansion of human resources and career development measures: X
- Establishment of additional PhD programs: X
- Expansion of international activities: X

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**STRENGTH**: Our study model is oriented toward the specific requirements of adult learners in all phases of life and especially to the needs of working professionals. Innovative blended learning formats support part-time study by working professionals.
Danube University Krems measures its teaching and research by the highest international standards.

Danube University Krems lives up to its reputation of delivering outstanding quality at all levels of the university, including implementation of an ongoing system of quality assurance. The quality management system at Danube University Krems is audited by the Agency for Quality Assurance and Accreditation Austria, AQ Austria, in accordance with the statutory regulations on Quality Assurance in Higher Education. Danube University Krems is proud to hold the AQ Austria seal of quality.

The same is true of its PhD programs: Danube University Krems was among the first public universities in Austria to receive accreditation in international standards for its PhD programs.
The key strategies assist Danube University Krems in achieving its strategic goals. The current Danube University Krems Development Plan defines specific measures for this purpose. The following list shows a selection of the planned university-wide projects set out in the Development Plan 2019–2024. These also include cross-sectional measures which support a number of key strategies.

(Edited: December 2018)

**KEY STRATEGY** "QUALITATIVE EXPANSION OF THE LIFE-PHASE-ORIENTED STUDY MODEL WITH A FOCUS ON SOCIETAL CHALLENGES"

**Implementation Measures (selection):**
- Increased inter-departmental cooperation in teaching
- Intensified teaching-based research
- Restructuring of the framework conditions for internal teaching, i.e., developing measures to strengthen internal teaching and implementing the continuing education program
- Describing standards for the implementation of digital learning and teaching formats as well as using the expanded infrastructure (MediaLab, streaming)
- Broadening the availability of e-journals, e-books and other online accesses
- Development of special opportunities for student mobility by using Erasmus+, i.e., by establishing support structures for incoming and outgoing mobilities
- Developing a strategy for the social dimension in life-phase-oriented study model
- Developing a financial aid model to support social mobility
- Implementing a Fellows & Scholars program in the areas of entrepreneurship and innovation
- Re-auditing the quality management system
- Continuing external evaluation of the faculties
- Further developing the criteria catalogue for the selection of (external) teaching staff
- Further developing the regular alumni surveys
- Implementing and further developing the harmonized Master’s thesis process

**KEY STRATEGY** "FURTHER DEVELOPMENT OF QUALITY MANAGEMENT"

**Implementation Measures (selection):**
- Increased inter-departmental cooperation in teaching
- Intensified teaching-based research
- Restructuring of the framework conditions for internal teaching, i.e., developing measures to strengthen internal teaching and implementing the continuing education program
- Describing standards for the implementation of digital learning and teaching formats as well as using the expanded infrastructure (MediaLab, streaming)
- Broadening the availability of e-journals, e-books and other online accesses
- Development of special opportunities for student mobility by using Erasmus+, i.e., by establishing support structures for incoming and outgoing mobilities
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- Implementing and further developing the harmonized Master’s thesis process
MISSION STATEMENT > STRATEGIC GOALS > KEY STRATEGIES

KEY STRATEGY "FURTHER DEVELOPMENT OF RESEARCH IN THE INSTITUTION-WIDE RESEARCH FIELDS"
Implementation Measures (selection)

- Targeted appointment of professors in the four fields of research
- Increased participation in regional, national and international research networks such as key FTI projects at regional level, CD-labs, K-centers, etc. at national level and consortia as part of Horizon Europe at international level
- Establishing, implementing and evaluating interfaculty research groups within the university
- Establishing a research network to deal with complex societal challenges using a transdisciplinary approach
- Continuously expanding the infrastructure, e.g. Core Facility at Campus Krems
- Providing funding in preparation for big national and international projects
- Expanding the service-oriented portfolio at the Office for Research Service and International Affairs, i.a. closer collaboration between the Office and the faculties and departments, and by building more competencies in respect to European programs (Horizon Europe)
- Organising and hosting the lecture program "Research Summit Series" as an effective public outreach event for science and research
- Expanding the availability of e-journals, e-books and other online accesses

We are committed to application-oriented and transdisciplinary research.

STRENGTH

MISSION STATEMENT > STRATEGIC GOALS > KEY STRATEGIES

KEY STRATEGY "STRONGER CONSIDERATION OF DIGITAL TRANSFORMATION PROCESSES"
Implementation Measures (selection)

- Development of a digitization strategy for Danube University Krems
- Describing standards for the implementation of digital learning and teaching formats as well as using the expanded infrastructure (MediaLab, streaming)
- Expanding the availability of e-journals, e-books and other online accesses
- Expanding digital "basic modules" for interdisciplinary and inter-faculty use

- Development of special opportunities for student mobility by using Erasmus+, i.a. by establishing support structures for incoming and outgoing mobilities
- Continuously expanding the infrastructure, e.g. Core Facility at Campus Krems
- Expanding the service-oriented portfolio at the Office for Research Service and International Affairs, i.a. closer collaboration between the Office and the faculties and departments, and by building more competencies in respect to European programs (Horizon Europe)
- Increased participation in regional, national and international research networks such as key FTI projects at regional level, CD-labs, K-centers, etc. at national level and consortia as part of Horizon Europe at international level
- Reviewing of Danube University Krems’ existing partnerships, i.a. through audits etc.
MISSION STATEMENT > STRATEGIC GOALS > KEY STRATEGIES

KEY STRATEGY “EXPANSION OF HUMAN RESOURCES AND CAREER DEVELOPMENT MEASURES”
Implementation Measures (selection)

- Restructuring of the framework conditions for internal teaching, i.e., development of the measures to strengthen internal teaching and implementing the continuing education program, developing competence-based, specialized teaching methodologies in digital formats
- Designing and implementing a concept for career paths for academic and non-academic staff
- Developing, accrediting and implementing additional PhD study programs
- Advancement of women through an appropriate appointments policy and appointment of women to senior positions, i.e., giving priority to appointing women to positions in areas in which women are underrepresented, a recruitment process that actively seeks female applicants for professorial appointments, career coaching, continuation of the mentoring program, evaluation and continuation of the program to support those re-entering the workforce, etc.

KEY STRATEGY “ESTABLISHMENT OF ADDITIONAL PHD PROGRAMS”
Implementation Measures (selection)

- Expanding the availability of e-journals, e-books and other online accesses
- Expanding the service-oriented portfolio at the Office for Research Service and International Affairs, i.e., by embedding a support structure for the PhD coordinators and creating faculty responsibilities in the Research Service
- Developing, accrediting and implementing additional PhD study programs

KEY STRATEGY “EXPANSION OF INTERNATIONAL ACTIVITIES”
Implementation Measures (selection)

- Establishing an independent International Office
- Defining the main directions of the international activities
- Development of special opportunities for student mobility by using Erasmus+, i.e., by establishing support structures for incoming and outgoing mobilities
- Expanding the service-oriented portfolio at the Office for Research Service and International Affairs, i.e., closer collaboration between the Office and the faculties and departments, and by building more competencies in respect to European programs (Horizon Europe)
- Increased participation in regional, national and international research networks such as key FTI projects at regional level, CD-labs, K-centers, etc. at national level and consortia as part of Horizon Europe at international level

FROM THE MISSION STATEMENT
Our campus offers a service-oriented and inspiring working environment for our students and staff.
REFERENCE DOCUMENTS FOR THE DANUBE UNIVERSITY KREMS STRATEGY

- Development Plan of the University for Continuing Education Krems (Danube University Krems) 2019 to 2024
- Performance Agreement 2019–2021 between the University for Continuing Education Krems (Danube University Krems) and the Republic of Austria

Further reports on the current intellectual capital report and the research report of Danube University Krems can be found under www.donau-uni.ac.at