



Agentur für  
Qualitätssicherung  
und Akkreditierung  
Austria

# Review Report of the Expert Panel to the accreditation procedure for modification of the administrative decision on accreditation MODUL University Vienna Private University

Accreditation of Dubai as a new location for four study programmes:

“Bachelor of Business Administration in Tourism and Hospitality Management”

“Bachelor of Science in International Management”

“Master of Science in Sustainable Development, Management and Policy”

“Master of Business Administration”

pursuant to section 7 of the Decree on Accreditation of Private Universities (PU-AkkVO)

Vienna, 09.11.2016

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# 1 Principles for the procedure

## Higher education in Austria

The Austrian higher education system currently comprises:

- 21 public universities;
- 12 private universities, the providers of which are private entities, which have been publicly recognised through accreditation
- 21 universities of applied sciences; the providers are either institutions organised under private law which are subsidised by the state or accredited public entities;
- the university colleges of teacher education are provided by the state or private institutions that have been publicly recognised through accreditation;
- the philosophic-theologic higher education institutions are provided by the Catholic Church;
- the Danube University Krems is a state university for postgradual further education, its structure corresponds to a great extent to public universities;
- the tasks of the Institute of Science and Technology – Austria are the appreciation and advancement of new fields of research as well as the post-graduate education in the form of PhD and post-doc programmes.

In the winter semester of 2015<sup>1</sup> around 309,000 students were studying at public universities (incl. the Danube University Krems). Furthermore, approx. 48,100 students were inscribed for a degree programme at a university of applied sciences and approx. 10,200 students at a private university.

## External quality assurance

Pursuant to the Act on Quality Assurance in Higher Education (HS-QSG), public universities must have their internal quality management system certified in the framework of an audit procedure every seven years. There are no legal or financial consequences linked to the certification decision.

Private universities must undergo an AQ Austria-coordinated institutional accreditation procedure every six years. After twelve years of uninterrupted accreditation, the accreditation can be awarded for twelve years at a time. If in the meantime degree programmes or certificate university programmes leading to an academic degree are set up, they also require accreditation.

Universities of applied sciences must have their initial institutional accreditation renewed after six years. After that, they switch to the audit system. The accreditation status is, however, linked to a positive certification decision following the audit procedure. Initial accreditation is required for each degree programme before it may be offered.

<sup>1</sup> As of April 2016

## Accreditation of private universities and their degree programmes

In Austria, private universities wanting to operate as higher education institutions require institutional accreditation, which has to be renewed on a regular basis. In addition to the institutional accreditation, each degree programme to be offered by the private university requires prior accreditation. Furthermore, changes relevant to accreditation require approval by an administrative decision. Therefore an application for modification of the administrative decision on accreditation needs to be filed. The Agency for Quality Assurance and Accreditation Austria (AQ Austria) is responsible for accreditation.

AQ Austria conducts all accreditation procedures pursuant to the Decree on Accreditation of Private Universities<sup>2</sup> (PU-AkkVO). Furthermore, the procedures conducted by the Agency are based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area.<sup>3</sup>

AQ Austria appoints experts for the evaluation of accreditation applications. On the basis of the application documents and following a site visit at the applicant institution, the experts draw up a joint review report. The Board of AQ Austria then makes its accreditation decision on the basis of the review report and taking into consideration the applicant institution's comment. If the statutory prerequisites for accreditation are met and the qualitative requirements are satisfied, the submitted degree programme may, by administrative decision, be accredited. In case of a modification of an administrative decision or an extension of an accreditation, accreditation may be granted under conditions.

The Board's administrative decision has to be approved by the Federal Minister for Science, Research and Economy prior to its entry into force. After the procedure has been completed, a report on the outcome of the procedure as well as the expert report shall be published on the websites of AQ Austria and the applicant institution.

The legal bases for the accreditation of degree programmes at private universities are the Act on Quality Assurance in Higher Education (HS-QSG)<sup>4</sup> as well as the Private Universities Act (PUG)<sup>5</sup>.

## 2 Short information on the accreditation application for the modification of the administrative decision on accreditation of four study programmes

Information on the applicant institution	
Applicant institution	MODUL University Vienna Private University
Legal status	Limited liability corporation (in German: GmbH)
Initial accreditation	30.07.2007

<sup>2</sup> Decree on Accreditation of Private Universities (PU-AkkVO)

<sup>3</sup> Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

<sup>4</sup> Act on Quality Assurance in Higher Education (HS-QSG)

<sup>5</sup> Private Universities Act (PUG)

Date of last extension of accreditation	01.01.2015
Site	Vienna
Number of students	584
Accredited degree programmes	<ul style="list-style-type: none"> <li>• Bachelor of Business Administration in Tourism and Hospitality Management</li> <li>• Bachelor of Business Administration in Tourism, Hotel Management and Operations</li> <li>• Bachelor of Science in International Management</li> <li>• Master of Science in International Tourism Management</li> <li>• Master of Science in Sustainable Development, Management and Policy</li> <li>• Master of Science in Management (<i>accreditation still subject to approval by Ministry</i>)</li> <li>• Master of Business Administration (certificate university programme)</li> <li>• Master of Business Administration in Sustainable Development and Management (certificate university programme)</li> <li>• Doctor of Philosophy in Business and Socioeconomic Sciences</li> </ul>

Information on the study programmes subject to changes

Name of study programmes	<b>Bachelor of Business Administration in Tourism and Hospitality Management</b>	<b>Bachelor of Science in International Management</b>	<b>Master of Science in Sustainable Development, Management and Policy</b>	<b>Master of Business Administration</b>
Type of study programmes	Bachelor degree programme	Bachelor degree programme	Master degree programme	Certificate university programme
ECTS	180	180	120	90
Regular study period	8 Semester	6 Semester	4 Semester	4 Terms (18 months)
Maximum intake per year	max. 84	max. 105	max. 30	max. 30
Academic degree	Bachelor of Business Administration in Tourism and Hospitality Management	Bachelor of Science in International Management	Master of Science in Sustainable Development, Management and Policy	Master of Business Administration (MBA)
Study formate	Full time	Full time	Full time, part time is possible	Part time

Language	English	English	English	English
Tuition fee	€ 40.000	€ 40.000	€ 24.000	€ 26.000
Accredited for the following location(s)	Vienna	Vienna	Vienna	Vienna
Accreditation application for the modification of the administrative decision on the accreditation	Changes relevant to accreditation pursuant § 12 (1) PU-AkkVO: Location Application for Dubai as an additional location for all four study programmes			

The accreditation application was submitted by MODUL University Vienna Private University on 27.04.2016. As per resolution of 29.06.2016 the Board of AQ Austria has appointed the following experts for the evaluation of the application:

Name	Function and institution	Role within the review panel
Georg Müller-Christ	Universität Bremen, Germany	Expert with scientific qualification and chairing member
Fatima Al-Shamsi	Paris Sorbonne University Abu Dhabi, UAE	Expert with scientific qualification
Rasha Abd El Mawgoud	Wirtschaftsuniversität Wien, Austria	Student expert

On 13.10.2016 the experts and the representative of AQ Austria conducted a site visit of the premises of location in Dubai.

### 3 Explanatory notes of the experts

The effort to get an impression of the processes and structures that have been developed by the MODUL University Vienna Private University to operate the location Campus Dubai turned out as a real challenge. Due to a very large number of documents, a big lack of clarity emerged. This lack could only get clarified through numerous discussions on-site and the inspection of the location. Thereby, it appeared that the study programmes designed for 100 students at the Campus Dubai could start at once. Furthermore, it turned out that the contracting party from Dubai wants to implement MODUL University Vienna Private University's study programmes without any changes. Through this exact copy of the study programmes, the contracting party from Dubai aims to establish the standards of the European educational level. In addition, the expert panel intensively discussed the difference in accrediting a new location and a new institution.

Nonetheless, it remains unclear if Campus Dubai is conceptualized as a location to operate the study programmes of MODUL University Vienna Private University or if it represents an autonomous and legally independent institution. Especially the procedures of appointing professors and student admission leave some questions unexplained. Since these questions

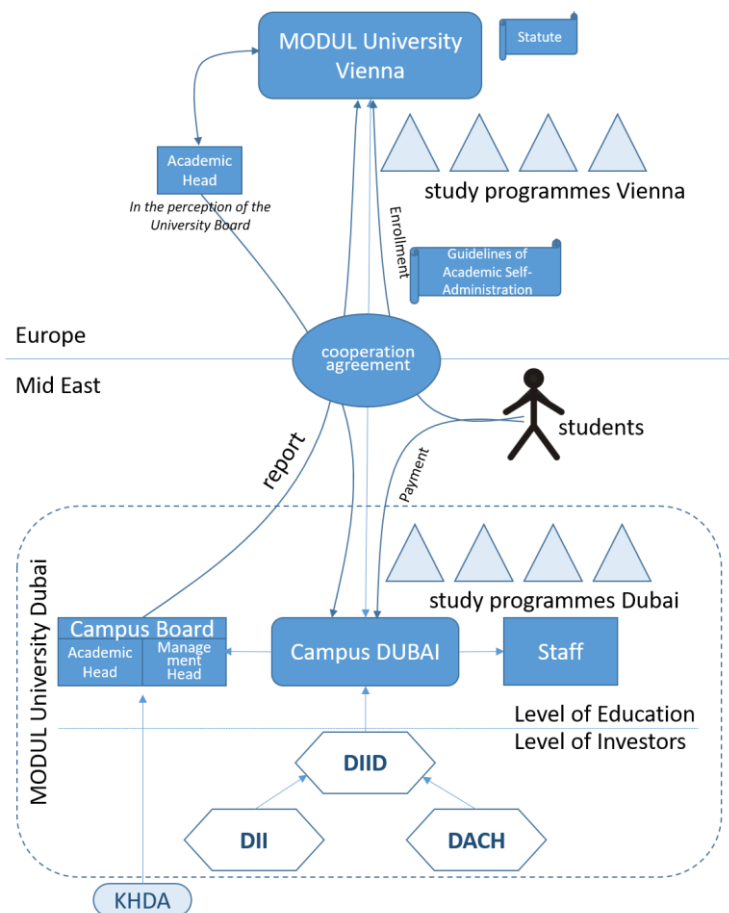
are of legal character and refer to the autonomy of private universities they cannot be clarified by the expert panel. To alleviate the difficulty in differentiating the Campus Dubai as a dependent location or an autonomous institution, conditions are imposed. As argued later on, it is suggested to reduce the autonomy of Campus Dubai in decision making processes regarding student admission and appointment of professors. Since MODUL University Vienna Private University is responsible for all academic matters at Campus Dubai, it is necessary that these procedure are also formally conducted by MODUL University Vienna Private University.

## 4 Statements and assessments based on the assessment criteria pursuant to PU-AkkVO

4.1 Have the accountability and responsibilities of the main institution (MODUL University Vienna Private University) and the other location (Campus Dubai) been clearly defined and are they adequate? Is MODUL University Vienna Private University able to assert the quality of its study programmes in Dubai and exercise its responsibilities? (§ 14 (5) d)

In this ex ante accreditation procedure, the expert panel has been working on the matter if the accountability and responsibilities of the main institution (MODUL University Vienna Private University) and the other location (Campus Dubai) have been clearly defined and if they are adequate? Is MODUL University Vienna Private University able to assert the quality of its study programmes in Dubai and exercise its responsibilities? (§ 14 (5) d).

During the preparatory meeting the group of experts visualized the organization structure of the planned Campus Dubai in the following figure. During the site visit the figure was discussed with responsible representatives of MODUL University Vienna Private University and the cooperation partner in Dubai and finally adapted.



In the perception of the expert group remained one big gap between the understanding of the position of the Academic Head of the Campus Dubai in relation to the university board of MODUL University Vienna Private University.

In the "Guidelines of Academic Self-Administration at Dubai Campus" the structure of the cooperation is described as following: MODUL University Dubai (the "Campus") is an independent legal entity fully funded and wholly owned by DIID Management DMCC ("DIID"), a joint venture company between DACH ADVISORY DMCC ("DACH") and Dubai Investments Industries LCC ("DII"). The academic programs offered at the Campus are directed by MODUL University Vienna Private University, licensed by the Knowledge and Human Development Authority (KHDA) of the Government of Dubai of the United Arab Emirates and accredited by the Agency for Quality Assurance and Accreditation Austria (AQ Austria).

Represented by the term Campus, MODUL University Dubai describes itself as a location. Regulations adopted by MODUL University Vienna Private University shall be implemented exactly in the same manner at Campus Dubai. The same applies to the university's statute.

The structure of Campus Dubai appears like a copy of the MODUL University Vienna Private University. Although not a university itself, Campus Dubai shows the organizational structures of a university, including a Campus Board and a Campus Senate. While the position of the rector is represented by the Academic Head, the position of the chancellor is adopted by the



Managing Director. Both comprise the Campus Board. The following responsibilities which represent extensive powers are entrusted to the Campus Board:

1. Appointing staff and faculty members, where Full and Associate Professors are only appointed upon previous recommendation by a search committee and external teaching staff upon recommendation by the respective Program Area Director;
2. Making decisions on necessary adjustments of study and examination regulations when proposed by the Campus Senate.
3. The Academic Head is responsible for the formal admission of students.

During the meetings on-site it appeared that especially the Academic Head of the Campus Board has a powerful position. Currently, this position is held by Prof. Dr. Finsinger. Since Mr. Finsinger is an emeritus, Austrian professor he has a good knowledge of the academic system and the specific characteristics of the private MODUL University Vienna. Consequently, he demands a high quality standard for teaching-learning arrangements as well as for the teachers' research qualities. These demands were convincingly presented by Prof. Finsinger in front of the expert panel.

Professors so far appointed by Mr. Finsinger have plenty of international experience in the higher educational landscape and do research on an international level. Regarding the study processes in Dubai, Mr. Finsinger defines himself as the "quality warrantor".

In accordance with Part II § 2 of the Guidelines, Prof. Finsinger was appointed by the University Board of MODUL University Vienna Private University. As Academic Head he is directly employed by Campus Dubai.

The decision-making authority for Campus Dubai is fully delegated to the Campus Board in Dubai. Only if members of the Campus Board have a conflict that cannot be solved by themselves, the University Board of MODUL University Vienna Private University can take action in day-to-day decision making. This complete delegation of responsibilities to the Campus Board is inconsistent with the statute of MODUL University Vienna Private University. Pursuant to § 6 (14) of the statute, MODUL University Vienna Private University sees the task of its University Board in „approving the appointment of new faculty upon the recommendation of the search committees (...)“ and in “admitting students at the recommendation of the Deans” (§ 6 (17)). Moreover, in accordance with § 5 (3) the role of the University Senate includes “(...) approving (...) appointment committees (...)” and “(...) electing representatives of faculty on the studies and examinations committee.” (§ 5 (4)). In line with the structure applied by Campus Dubai, both these tasks are performed by Campus Dubai.

Campus Dubai is neither a university nor is it part of MODUL University Vienna Private University. As a legally independent company, Campus Dubai is cooperating with MODUL University Vienna Private University in respect of the performance of study programmes.

The expert panel is convinced, that the accountability and responsibilities of MODUL University Vienna Private University and the Campus Dubai have been clearly defined and are mainly adequate. MODUL University Vienna Private University is able to assert the quality of its study programmes in Dubai and exercise its responsibilities only through one position, the Academic Head. However, it is not in line with the statute of MODUL University Vienna Private University to set up parallel bodies, like the Academic Head, Campus Board and Campus Senate, who shorten the competence of MODUL University Vienna Private University's bodies.

Thus, the respective criteria are only met under the following conditions:

If Campus Dubai shall be determined as a location, the statute of MODUL University Vienna Private University must also be valid for Campus Dubai in its entire extent. The entire set of regulations must be proofed in accordance to the predetermined decision making processes defined in the statute of MODUL University Vienna Private University. This is particularly

applicable for the appointment process of professors and for student admission. MODUL University Vienna Private University has to be responsible for taking final decisions.

**4.2 Are organisation, management, and support structures established in the same quality as they are maintained at the main institution? Are adequate support structures available for students seeking advice on scientific, discipline-specific, study-related organisational, or sociopsychological matters? (§ 14 (5) d and § 17 (1) m)**

Concerning § 14 (5) d and § 17 (1) m the expert panel agrees, that organisation, management, and support structures are established in the same quality as they are maintained at MODUL University Vienna Private University. Adequate support structures are available for students seeking advice on scientific, discipline-specific, study-related organisational, or sociopsychological matters.

To provide this service on a high level, which includes the organization of internships in enterprises that are based in the United Arab Emirates, more than 20 staff members have already been employed. In order to adapt the Austrian standard to the service activities at Campus Dubai numerous employees have been trained at MODUL University Vienna Private University, some of them for several weeks. The respective criteria are met.

**4.3 Is the national legislation at the location in Dubai observed? Are educational traditions and cultural differences, respected – only if and insofar this would not affect the private universities' quality standards? Especially with regard to teaching and learning, including examinations, the students' role in the teaching and learning process as well as in any quality assurance processes? Are the study programmes offered in Vienna (main institution) and the location Dubai of uniform quality? (§ 14 (5) e)**

As the agency in Dubai, KHDA attends and supports educational providers and gives instructions for the range of studies in the so-called Free Zone of Dubai.

During the first discussion with the expert group KHDA convincingly assured that they are deeply interested in an identical implementation of the content and quality of European study programs. On the other hand, KHDA controls the compliance of laws. Annually, a report on the development of enrolments and on changes of the curriculum is required. This report has to be submitted by Campus Dubai. In the curricula there have been made just a few adaptations. This is, for example the inclusion of UAE law and Islamic Finance.

To give students a voice is a completely inexperienced procedure in Middle East. Thus, it remains uncertain if the students representatives that have been nominated can fulfill their task in the same way as the students at MODUL University Vienna Private University. This cannot be assessed at this point – only time will tell.

Concerning § 14 (5) e the expert panel assesses that the national legislation at the location in Dubai is observed. The educational traditions and cultural differences are respected – also

with regard to teaching and learning, including examinations and the students' role in the teaching and learning process. The study programmes offered in Vienna and the location Dubai are of uniform quality. The respective criteria are met.

#### 4.4 Staff (§ 17 (2) a-d)

##### 4.4.1 Is a sufficient number of qualified scientific staff (permanent and non-permanent) available for all degree programmes?

Currently there are 5 full-time internal scientific staff members recruited for all four programmes listed below:

- Bachelor of Business Administration in Tourism and Hospitality Management
- Bachelor of Science in International Management
- Master of Science in Sustainable Development, Management and Policy
- Master of Business Administration

Each programme area is directed by a programme area director who is a full time faculty member. An additional assistant professor position is still open for the Master of Science in Sustainable Development, Management and Policy. According to MODUL University Vienna Private University this position should be filled before the start of the Master study programme in 2017.

The expert panel found that the institution has a sufficient core of full-time faculty. According to the self-study and our visit, the faculty headcount on Campus Dubai are 5 full-time faculty members on board for the academic year 2016-17. According to the plan there will be an increase in the number of full-time faculty that range from 2 to 4 percent during the period from 2017-2023. The rank of faculty varies from full professors to lecturers. A 4% increase in the number of full-time faculty is expected for the academic year 2017-2018. There is proper mix of gender representation in full time faculty, women account for 40% of the total. There are also 12 adjunct faculty with required scientific credentials that will take part in teaching all different programmes in Campus Dubai.

The scientific staff selected for hire as of September 2016 are all qualified and experts in their field. Their selection was based on their intensive research, empirical and statistical work, as well as their exposure to the private sector. A sufficient number of qualified scientific staff (permanent and non-permanent) are available for all degree programmes, knowing that additional staff is projected on the long run.

The respective criterion is met and the number of faculty is sufficient and workload is distributed properly.

In addition the expert panel found that Campus Dubai has sufficient staff to provide necessary administrative services. All key positions were found to be filled with qualified personnel. The total number of full time supporting staff including admin support, operation and recruitment, marketing and public relation is 18 as of the academic year 2016-2017. The plan is to increase the number as the number of students increases and the economic development of the campus. It is projected that there will a 72% increase for the academic year 2017-2018 and a range of increase in subsequent years varies from 10% to 17%, bringing the total number to 45 in the academic year 2021-2022.

4.4.2 Does the permanent scientific staff allocated to a consecutive bachelor/master model consist of at least one full-time employee with qualifications to be appointed professor and at least one additional full time equivalent allocated to a maximum of three persons with at least a doctoral degree?

Faculty members are not assigned to a specific study programme but rather by field of study. This is an excellent criteria which allows for the utmost utilization of the faculty's expertise in different programmes and not limited to only one program.

In total there are 2 full professors assigned and 1 associate professor and 2 assistant professors for Campus Dubai, in addition to one future assistant to be assigned, implying that the permanent scientific staff allocated meet the set requirement.

The permanent scientific staff allocated to a consecutive bachelor/master model consist of at least one full-time employee with qualifications to be appointed professor and at least one additional full time equivalent allocated to a maximum of three persons with at least a doctoral degree.

The respective criterion is met.

4.4.3 Does the scientific staff in permanent employment teach at least 50% of the classes? Is the ratio of permanent scientific staff to students adequate?

#### **Bachelor of Business Administration in Tourism and Hospitality Management**

The internal-external faculty ratio is 77% in (ECTS) or between 68-75% (in hours) in favor of the internal faculty. Subsequently, the requirement to cover at least 50% of the teaching obligation by internal faculty is met.

A student-faculty ratio of seven students per faculty member is expected in the first year. The increase in the number of students (and faculty, though this may not develop as rapidly as student growth) will change the ratio. The business plan provides for a campus-wide ratio of 1:46 for 2019/2020.

#### **Bachelor of Science in International Management**

The internal-external faculty ratio is 73% in (ECTS) or 70% (in hours) in favor of the internal faculty. Subsequently, the requirement to cover at least 50% of the teaching obligation by internal faculty is met.

A student-faculty ratio of 12.5 students per faculty member is expected in the first year. The increase in the number of students (and faculty, though this may not develop as rapidly as student growth) will change the ratio. The business plan provides for a campus-wide ratio of 1:46 for 2019/2020.

#### **Master of Science in Sustainable Development, Management and Policy**

The internal-external faculty ratio is between 100-93% in (ECTS) or 100-88% (in hours) in favor of the internal faculty. The fluctuation is a question of the enrichment courses that are taken. Either variation meets the requirements of AQ Austria.

A student-faculty ratio of 5 students per faculty member is expected in the first year. The increase in the number of students (and faculty, though this may not develop as rapidly as student growth) will change the ratio. The business plan provides for a campus-wide ratio of 1:46 for 2019/2020.

## **Master of Business Administration**

The internal-external faculty ratio is between 100-77% (in ECTS) or 100-67% (in hours) in favor of the internal faculty. The fluctuation is a question of the enrichment courses that are taken. Either variation meets the requirements of AQ Austria which would like to see at least 50% of the teaching obligation covered by internal faculty.

A student-faculty ratio of 10.6 students per faculty member is expected in the first year. The increase in the number of students (and faculty, though this may not develop as rapidly as student growth) will change the ratio. The business plan provides for a campus-wide ratio of 1:46 for 2019/2020.

The scientific staff in permanent employment teach at least 50% of the classes. The ratio of permanent staff to students is adequate. The respective criteria are met.

**4.5 *Quality assurance:*** Are the study programmes offered in Dubai included in MODUL University Vienna Private University's quality management system? Do the degree programmes include a regular quality assurance and enhancement process, taking into account also study conditions and programme organization and involving all relevant groups, especially students? (§ 14 (5) d and § 17 (3) a-c)

According to § 2 of the Guidelines of Academic Self-Administration at Dubai Campus, the main aim of the Campus in Dubai is to provide quality education on the undergraduate and professional level equivalent to the study degree programmes at the home campus in Vienna.

In order to assure the same quality as in Vienna, Campus Dubai has replicated the same quality management system, including the same quality assurance measures and instruments as well as guidelines and regulations, that currently are used at MODUL University Vienna Private University. The Guidelines of Academic Self-Administration at Dubai Campus defines the academic organization and administration of the Campus and hence describes the internal quality assurance procedures used by the institution.

This Guideline also includes a passage concerning the appointment procedure of the Academic Head and the Managing director, who together form the Campus Board, which is responsible among other things for the implementation of MODUL University Vienna Private University's quality assurance measures and instruments and reporting annually to the University Board of MODUL University Vienna Private University. In General the Academic Head is appointed by the University Board of MODUL University Vienna Private University from among the Full and Associate Professors employed at the Campus, hence ensuring the monitoring over the academic and teaching (quality) performance of the Dubai Campus. As stated above in chapter 4.1, the Academic Head is responsible for directing all academic affairs by the Campus, in particular, in implementing the study degree programmes as decided by the University Board of MODUL University Vienna Private University, the quality management of teaching and research, and the management of human resources among faculty. Whereas, the managing Director is appointed by DACH and is responsible for all economic, financial and administrative matters, as well as the personnel decisions necessary for daily administrative operations on the Campus. Together as a Board, they designate quality assurance

representatives who coordinate and document quality assurance and quality improvement measures.

Following the guidelines and procedures from MODUL University Vienna Private University, the Dubai Campus Board has to submit within six months after each study year a report on the development of academic quality to the University Board of MODUL University Vienna Private University. This quality management report includes at least chapters and measures concerning the quality of research, education/teaching and infrastructure. An unsatisfactory performance might lead to a replacement of the Academic Head.

Other instruments for quality assurance that are required by MODUL University Vienna Private University are:

- Course and faculty member evaluations via questionnaires and interviews, enabling a programme execution comparison and faculty analyses with MODUL University Vienna Private University
- Annual internal Evaluation and collective reviewing of courses
- External peer group review
- Implementation of university bodies (campus senate, admitting committee, study and emcaination committee, etc) that oversee certain aspects, ensuring the participation and involvement of all relevant groups in the QA process.

In general quality at Campus Dubai is being controlled on regular basis not only through MODUL University Vienna Private University, but also through the Knowledge and Human Development Authority (KHDA) of the Government of Dubai of the United Arab Emirates, a local accreditation institution, that ensures the implementation of national quality assurance regulation of the home campus.

So overall on the basis of the application documents submitted by MODUL University Vienna Private University and the insights from the site visit, the expert panel is convinced that the respective criteria are met.

**4.6 Funding:** Is funding ensured and are the funding sources being transparently documented? Does offering the study programmes at the additional location Dubai lead to a lack of resources and, subsequently, a deterioration in quality at existing main site? (§ 14 (5) d and § 17 (4) a)

While the application documents were not clear about size and source of funding, the discussion of the expert panel with the management revealed that funding is ensured with the signed contract (co-operation agreement between MODUL University Vienna Private University and DACH). The two investors (DACH & DIID) ensured that all required funds were available and that the initial endowments are a long-term investment.

All upfront investments have been done for the licensing process and are clearly shown in the investment spent on the campus building and infrastructure although the size of the investment is not visible in the business plan.

As with regard to the insitution's budget; it was not provided in the normal format that explain according to the budget three chapters' (Chapter one: salary and benfits, chapter

two: opics and chapter 3: capics). It is presented in the application documents as a Business Plan and identifies number of projected students for seven years, teaching hours, faculty and staff total cost, other costs. On the revenue side, there are tuition fees and the investment done by DIID.

MODUL University Vienna Private University receives an annual fee. It is assured that no money flows from Vienna to Dubai but only from Dubai to Vienna.

It was also indicated that offering the study programmes at the additional location in Dubai does not lead to a lack of resources since both parties are keen to have this project grow and expand. The success of this project is the main aim of both concerned parties which will not stop for anything to watch it flourish. The expert panel is convinced that both parties are committed.

It has been projected in the business plan that operating profit will be attained by the academic year 2019-2020. In the expert panels' opinion this is a very optimistic scenario. The expert panel recommends that there should be a detailed financial analysis that consider the total budget, direct and indirect expenditure and all budget items and chapters.

Funding is ensured and the funding sources are being transparently documented. Offering the study programmes at the additional location in Dubai does not lead to a lack of resources and subsequently, does not deteriorate in quality at the existing main site. The respective criteria are met.

#### 4.7 *Infrastructure*: Are facilities and equipment required for all study programmes available? (§ 17 (4) b)

Campus Dubai is located in ONE JLT, a free zone in Dubai, surrounded by a vast number of companies, a huge community park, sport facilities and two metro-stations. The Campus is located on the 4th floor of ONE JLT, a business tower, with an access to an off-site parking area that offers additional parking spaces. The campus includes among other eight classrooms, an auditorium, one conference room, a student lounge, an IT Lab and a library. If student number increases over the next years, the institution will expand the campus by renting a second floor in the same building to ensure enough space. Campus Dubai tried to ensure the same studying atmosphere and premises like at the campus in Vienna by replicating the same infrastructure, rooms and even furniture designs.

Resources and available facilities are generally sufficient to achieve the purpose of the programmes and offer students a pleasant environment. The rooms and technical equipment are appropriate for teaching and studying. However more attention should be given to the equipment of the library. At the present time the campus library obtains only a small number of books. However, the institution plans on constantly developing and investing on better equipment and increasing the state-of-the-art literature in collaboration with students, researchers and staff.

Taken as a whole, the expert panel is convinced that the minimum requirements are fulfilled and the respective criterion is met.

## 4.8 *Research and development* (§ 17 (5) a-d)

4.8.1 Is the scientific staff involved in research activities, that comply with international standards? Is the interaction between research and teaching ensured? Will the students be involved into research projects to the extent required type of the degree programme.

The credential of the faculty show commitment to research activities and comply with international standards. The application indicates that research is an important part of MODUL University Vienna Private University's commitment and of its faculty's responsibilities, and Campus Dubai is expected to support these efforts through infrastructure (libraries and laboratory facilities), graduate education, and administrative services.

Researchers on Campus Dubai will have the opportunity to be involved in research programmes in collaboration with MODUL University Vienna Private University (home campus) and worldwide.

The application of MODUL University Vienna Private University is identifying the following research themes credibly for Campus Dubai:

- Community Engagement in Tourism
- Sharia'h Compliant Tourism and Hospitality
- Innovative Behavioral Studeis in the context of Sustainable Development of the Organization
- Smart Governance in Smart Cities

All the above themes will be of high interest to the Government of Dubai and the topics addressed can easily attract research funders.

The discussion during the site visit revealed that Campus Dubai is already working on establishing relationships with leading academic institutions globally. Cooperation agreements are expected to be in place following the launch of the Campus Dubai. An added advantage for Campus Dubai will be benefiting from the widening and expanding existing relationships which the Vienna home campus has.

The interaction between research and teaching is ensured. In order to facilitate research activity, research obligation is planned per faculty position as follows:

- Full Professor: 25%
- Associate Professor: 20%
- Assistant Professor: 10%
- Researcher and Lecturer: 50%
- Senior Researcher / Assistant Professor: 50-100%
- Researcher: 50-100%

Students will be involved into research projects to the extent required as per each degree programme.



The scientific staff involved in research activities comply with international standards. The interaction between research and teaching is ensured. The students will be involved into research projects to the extent required and as per type of degree programme. The respective criterion is met.

#### 4.8.2 Are the planned organizational and structural framework conditions sufficient and suitable to implement the research concept at the location Dubai?

The planned organizational and structural framework conditions as well as the credential of the scientific staff are sufficient and suitable to implement the research concept at the Campus Dubai.

While the application documents do not address the means of increasing the overall diversity of research funds, the interview with the campus management have identified funds to support research activities by assigning budget for research and seeking external funding. The plan is to create an independent unit "SERC in-house research platform" to secure funding from both government and private sectors entities.

The plan is that Campus Dubai will emphasize on Middle Eastern traditions and aspects across its teaching and research.

In order to facilitate research activity, research obligation is planned per faculty position as stated in chapter 4.8.1.

While the application documents have not identified the tenure and promotion process, the interview suggest that tenure and promotion will follow the process in the home institution MODUL University Vienna Private University.

The faculty interviewed by the expert panel reported that they are satisfied that the expectations and process are well understood, and that faculty play an appropriate role in evaluation and promotion process.

The planned organizational and structural framework conditions are sufficient and suitable to implement the research concept at the location Campus Dubai.

The respective criterion is met.

#### 4.9 *National and international co-operation*: Are national and international co-operation projects with higher education institutions and/or partners outside the higher education sector in line with the study programmes' profiles envisaged? Do the co-operation projects encourage and support the advancement of the study programmes and the mobility of students and staff? (§ 17 (6) a-b)

International academic and research cooperation and mobility on a global scale has been stated as one of the most important priorities set by Campus Dubai. Campus Dubai is already working on establishing relationships with leading academic institutions globally (i.e. UK, Austria, Italy, Monaco, UAE, KSA and Lebanon). In addition to this efforts made by the Dubai Campus, MODUL University Vienna Private University and Campus Dubai are working closely on widening and expanding the existing relationships the Vienna home campus has with

various international institutions (i.e. in USA, Netherlands, UK, Turkey, Ireland, Australia, Mexico, China, Denmark, Malaysia, France, Spain, Germany, Spain).

Additionally to the efforts made on building partnerships with higher education institutions, the Campus Dubai student affairs manager is currently working on establishing a database and co-operation with companies to ensure internship spots for students.

Even though no exchange programmes for academic or administrative staff has been institutionalized yet, MODUL University Vienna Private University and Campus Dubai are trying to set an environment that encourages staff to exchange on a voluntary and regular base. On a student level however a rotation programme has been established, designed for students to enrich their study experience by enabling students from Dubai to study in Vienna for an entire semester (undergraduate) or a full module (postgraduate) with no additional tuition fee charges and with full recognition of credits. An exchange of students from the Vienna Campus to Dubai is also planned. Prospective students stated that the existence of such a rotation programme is one of the main reasons why they have enrolled at Campus Dubai.

The expert panel is convinced that the respective criteria are met.

## 5 Summary and final assessment

The expert panel is convinced that MODUL University Vienna Private University is well prepared to run the new Campus Dubai. After three years of planning the new location in the Middle East with its different culture, a lot of efforts are done to offer the same quality in teaching and research as in Austria. To sum up the accreditation process, the expert panel assesses nearly all criteria to be checked as met.

To properly identify and live the difference between a new location and a new institution the expert panel recommends the Board of the AQ Austria to accredit the Campus Dubai under the following condition:

If Campus Dubai shall be determined as a location, the statute of MODUL University Vienna Private University must also be valid for Campus Dubai in its entire extent. The entire set of regulations must be proofed in accordance to the predetermined decision making processes defined in the statute of MODUL University Vienna Private University. This is particularly applicable for the appointment process of professors and for student admission. MODUL University Vienna Private University has to be responsible for taking final decisions.

Furthermore the expert panel gives the recommendations as follows:

It is notable that there is no specific mission for Campus Dubai. In order to fully meet the specificity of the location, the expert panel recommends that the institution revises its mission statement to reflect the characteristic of the student population and the private university's location. The recommendation thus is to update and identify a new mission along with vision and values for Campus Dubai.

In order to assure the continued effectiveness of its ongoing planning and resource allocation processes, MODUL University Vienna Private University should establish clear written policies and procedures that demonstrate and formalize the flow of its planning protocol.

## 6 Reviewed documents

Application documents and amendments by MODUL University Vienna Private University.