Sharing Information on Progress (SIP)

Danube Business School –
Department for Management and Economics
Donau-Universität Krems
www.donau-uni.ac.at/dbs
Letter of Rector,

For Business Schools, trends such as Responsible Management Education are increasingly inescapably, as for example the latest decision between the ministry for Education in Austria and Austrian institutions of Higher Education to incorporate the achievement of the SDGs into the performance agreement. Hence, HE institutions are expected to integrate sustainability into education, research, operations and outreach.

The United Nations Global Compact, PRME, Sustainable Development Goals are significant movements that remind educational institutions that it is their utmost goal to contribute to certain values in society as e.g. reduction of poverty or reduce inequality amongst countries.

Danube University Krems welcomes and supports the PRME membership of the Department for Management and Economics – Danube Business School.

Mag. Friedrich Faulhammer
Rector of Danube University Krems

Krems, 1 March 2018

Krems (Austria), March 2018
Letter from Head of Danube Business School,

Business schools have the power to impact upon future leaders and businesses through their teaching, research and corporate culture. The Principles for Responsible Management Education (PRME) initiative is an important catalyst for the transformation of management education and a significant global initiative to change and reform management education in order to meet the increasing societal demands for responsible business.

As a lifelong career coach and partner to our students we have a lasting impact on both, our managers’ careers and self-development, but also the recent challenges of our society. For this reason, the PRME membership is essential to our school, as well as the involvement in the further setting of standards in Principles of Responsible Management Education as an active member of the PRME Chapter DACH.

Professor Dr. Barbara Brenner
Head of Danube Business School – Department for Management and Economics

Krems, 1 March 2018
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I. Latest Facts & Figures of Danube University Krems

Danube University Krems is the University for continuing education. Its courses are specifically oriented toward the needs of working professionals. The University offers exclusive master’s programs and short programs in five areas of study. Serving about 9,000 students from 93 countries and with 20,000 graduates, it is one of the leading providers of further education courses in Europe. Danube University Krems combines 20 years of experience in postgraduate education with innovation and highest quality standards in research and teaching and bears the AQ Austria seal of quality.

Students in Winter Term 2016/17*

Total Number of Students: 8,862
From 97 Countries
Average Age: 40.1 Years
Female Students: 50%
Students from foreign Countries: 28%

Development of Number of Students from 1995 to winter term 2016:
In December 2016 Danube Business School launched its latest strategy plan describing its following mission “Die Donau-Universität Krems ist die führende öffentliche Universität für Weiterbildung in Europa. Sie arbeitet mit ihrer Expertise in Lehre und Forschung an der Bewältigung gesellschaftlicher Herausforderungen.”

The following graphic formulates the strengths of the institution and acts as a guide for future action and development, as for example the incorporation of the tackling of societal challenges and the integration into teaching and research. Hence the support of the University leadership to engage with PRME and to continue to incorporate the six principles within the institution.
STÄRKEFELDER DER DONAU-UNIVERSITÄT KREMS

Wir sind die einzige öffentliche Universität für Weiterbildung im deutschsprachigen Raum. Unsere langjährige Erfahrung sichert uns einen Spitzenplatz in der universitären Weiterbildung. Unser Anspruch ist höchste Qualität nach internationalen Maßstäben.

Wir befassen uns intensiv mit den aktuellen und zukünftigen gesellschaftlichen Herausforderungen und richten unser Studienangebot danach aus.

Unser Studienmodell berücksichtigt die spezifischen Anforderungen erwachsener Lernender in deren Lebensphasen, insbesondere als Berufstätige. Durch innovative Blended Learning-Formate unterstützen wir berufsbegleitendes Studieren.

Die (Berufs-)Erfahrung unserer Studierenden und Lehrenden fließt in Lehre und Forschung ein und sichert einen hohen Wissens- und Kompetenztransfer.

Wir stehen für anwendungsnah Forschung mit hoher Transdisziplinarität.

Unser Standort bietet ein serviceorientiertes und inspirierendes Arbeitsumfeld für unsere Studierenden und MitarbeiterInnen.
II. Latest Facts & Figures about Danube Business School

Danube University Krems is structured into three faculties:
- Faculty of Health and Medicine
- Faculty of Business and Globalization
- Faculty of Education, Arts and Architecture

The Danube Business School (Department for Management and Economics) is one of six departments of the Faculty of Business and Globalization. It is one of 15 Departments of Danube University Krems.

Vision of Danube Business School
We strive to be number one in Europe in executive education and set standards by our state-of-the-art curricula, tailored to a manager's needs in the fast-paced 21st century. As a lifelong career coach and partner to our executives, we cater to their specific needs with cutting-edge managerial knowledge delivered by flexible blended learning formats based on latest technology. This allows us to have a lasting impact on our managers’ careers and self-development, as well as meeting current challenges in society.

Statement of Mission Danube Business School
We bridge future-oriented, academically sound teaching and research with practice orientation to address recent economic and societal challenges from both a global and local perspectives. We put learning into action by providing the best possible value to our students and businesses. We provide an inspiring learning environment that allows our students to acquire both social competences and expert knowledge from top-notch international faculty in an up-to-date and tailored fashion that caters to their individual needs.

Danube Business School offers three types of university courses:
- Master of Business Administration (MBA)
- Master of Science (MSc)
- Short Programs

The “Master of Business Administration” programs sharpen students’ strategic management and leadership skills. On the one hand, they teach broad, general, cross-functional state-of-the-art management knowledge and on the other deepen technical skills in functional or industry-specific specializations depending on the choice of MBA program, or leadership skills at the overall business level. Danube Business School’s MBA programs are characterized by a well thought out linkage of central topics in general management and state-of-the-art modules...
specializing in a function or an industry. Current issues from practice are recognized and written according to scholarly criteria and standards by means of a subject specific master’s thesis.

The MBA program is designed as a blended learning format, which complements interactive classroom and self-study before and after the modules on campus, and readily enables knowledge transfer between faculty and students. The MBA programs are designed to be part-time and can be completed with a "Master of Business Administration" after a normal study period of four semesters.

The Danube Business School’s Master of Science (MSc) programs are oriented toward part-time continuing education in a particular management function or in a particular industry. They polish students’ technical or industry-specific operational management and simultaneously sharpen their social and leadership skills. In a subject specific master’s thesis, theoretical knowledge is acquired and applied to the solution of a practical problem from one’s own operation. In some MSc courses, students have the option to proceed to a two semester "MBA upgrade." Here students acquire further in depth technical or industry specific management knowledge in addition to general management knowledge. After having written another master thesis they are entitled to hold the title "Master of Business Administration."

If prospective students like to develop their knowledge and skills in one of our specialized study and competence areas, but part-time study is too time-consuming, they have the possibility to complete one of Danube Business School’s short programs. They benefit here from practice oriented expert knowledge and our speakers’ and students’ networks.

Most students study part time. For this reason the Danube Business School’s programs are structured in week modules. On average, students travel to the University for about 10 modules within two years. Each module takes between 6 to 7 days, with 8 to 10 teaching units of 45 minutes each day. Full time students can attend their required modules within 12 to 18 months. The in-class modules are held in groups with between 10 to 35 students. The teaching units are designed interactively. Beside theoretical inputs by the lecturers, students work in groups, discuss case studies and present their results in the class. The teaching language is English and/or German.

Each program of Danube Business School is managed by a program management team. An assistant is responsible for all administrative tasks (student registration, invoices, Moodle, class room, WLAN, general services for students etc.), an academic qualified person for academic activities (communication with lecturers,
student support regarding contents, learning outcome assessments, master thesis, class feedback etc.) and an academic director or an academic board for the academic quality and state of the art of the program.

The faculty of Danube Business School comprises members of the scientific staff of the Department for Management and Economics as well as other departments of Danube University Krems. The external lecturers are professors or academic staff members from other universities in Europe, Asia, America or Australia, CEOs or members of the middle management of different national and international companies and consultancies. Each lecturer receives our faculty guidelines, which has to be followed. Since 2016 the commitment to PRME and the six principles for responsible management education are included in the faculty guidelines. Therefore each faculty member is asked to follow these principles and to integrate responsible management education into the contents of their classes.
III. Danube Business School and PRME

Responsible Management Education is an expectation and requirement of Danube Business School’s stakeholders, who are the students and alumni, businesses, the faculty, our partners as well as our owners.

Since March 2014 Danube Business School has been a member of PRME. In June 2014, the School also joined the PRME Chapter DACH. Within this Chapter, consisting of PRME Signatories in German-speaking countries (Germany-Austria-Switzerland), Danube Business School is able to directly engage in the further development of standards for responsible management education on a cross-linked and international level.

In 2017 Danube Business School became accredited by ACBSP, the Accreditation Council for Business Schools & Programs.

According to the accreditation procedure by ACBPS quality systems have the potential to be more than a performance check list. A quality framework can help an organization embed and maintain core values as a recognized key to success. The ACBSP accreditation process has its heart in the Baldrige Excellence Framework as shown below:
Amongst others, within this accreditation process Danube Business School had to demonstrate the consideration of the following values and concepts in its processes in order to achieve accreditation:

- Ethics and Transparency
- Student-Centered Excellence
- Valuing People
- Societal Responsibility

In 2016 Danube Business School established an advisory board with the task to consult with Danube Business School on its strategic policies. This initiative aims at a fruitful exchange between research and practice to ensure that both current and future needs of business and society are identified and adequately addressed in our study programs. The members of the advisory board are outstanding individuals representing business practice, research and teaching. With their expertise, skills, and networks they make sure that the DBS postgraduate learning portfolio continues to be state-of-the-art and caters to the latest demands and trends in research and practice.
At the last meeting the concept of PRME was introduced to all the members and the Advisory Board decided to strive for and demonstrate societal impact, one of the key objectives by Danube University Krems.

IV. University programs and responsible management education

In 2004 Danube Business School started to integrate subjects such as Gender & Diversity Management and Corporate Social Responsibility in the curricula of its programs. The aim was to ensure that our alumni developed full awareness of their social and environmental responsibility in a management position and in doing business.

In 2010 Danube Business School developed its commitment further with the launch of a specialization in Corporate Responsibility & Business Ethics for the MBA program. The program focused on business ethics at a corporate and economic level as well as that of the individual manager. All relevant new approaches to corporate responsibility and business ethics are included in the three levels of economy: macro, meso, and micro level. The first three modules of the program take a close look at these three levels of Business Ethics: Economic Ethics, Corporate Responsibility & Ethics, and Management Ethics. For the fourth module students may choose one module of another topic related program of Danube University Krems; this allows students to strengthen their individual skills and become an expert in their favorite field.

A further step was the revision of our MBA programs based on our stakeholders’ evaluation feedback and market analysis, resulting in Business Ethics as compulsory subject of the core modules. Hence each MBA students have to understand and learn about this topic. The aim of the course Business Ethics is to ensure that students learn to understand their own ethical position in the context of their daily professional lives as well as to identify critical ethical issues, which are relevant to the companies and/or industries in which they are employed or active. Therefore the learning outcome should be an understanding and exploring of the dynamics of personal and organization ethics. Furthermore, the students will experience the process of examining a group or system’s values and therefore gain insight into one way of approaching this subject within their own organization or work context.

The graphic below highlights the achieved learning outcomes regarding Business Ethics of all students at Danube Business School in comparison to students of other institutions between April 2016 and November 2017. The yellow column highlights
students of all member organizations of the accreditation agency ACBSP taking this outbound test by Peregrine Academics, while the red column highlights the results by European institutions only. As a result, compared to European institutions DBS students are reaching slightly better results, whereas compared to American students, still a considerable knowledge gap is highlighted.

Comparison of Outbound Exam Results with Outbound Exam Aggregate Results: Business Ethics

- 8.46% Difference with the ACBSP (US) - Accreditation Council for Business Schools and Programs, Aggregate
- 0.47% Difference with the Outside US, Europe Aggregate

Source: Peregrine Academics, Learner Comparison Report, retrieved 15 November 2017

In order to reduce this gap Danube Business School introduced the following:

- Compulsory inclusion of the Business Ethics Module in the core of the MBA programs.
- Development of an interactive e-learning module in Business Ethics for the online MBA.
  - Integration of Ethics in core business modules (for example Marketing, HR)
  - Development of a 3,5 ECTS core module in Business Ethics including interactive activities, case studies and the reflection of diverse dilemmas in different business situations.
- Further development and adaptation of the Specialization Corporate Responsibility & Business Ethics.

Krems (Austria), March 2018
The PRME membership is a signal to our students and other stakeholders, too. Danube Business School expresses its commitment to PRME through the participation at the PRME DACH Chapter meetings, in Innsbruck (2018), Reutlingen (2017) and Winterthur, Switzerland (2017) and Frankfurt, Germany (November 2015).

Field of studies and competences – Sustainability & Business Ethics

Due to a new structure at the Faculty of Business and Globalization, the Head of Competence of Sustainability & Business Ethics, Dr.in Andrea Höltl moved to the Faculty of Business and Globalization embracing a new role as coordinator of sustainability, reflecting an increased significance of the subject within the faculty. While Mag.a Romana Bates took over the CSR & BE agenda, the energy management programmes were transferred to the department of Building and Environment due to the consolidation of existing research interests. Currently the Professional MBA Corporate Responsibility & Business Ethics is reviewed, especially in the context of business needs, the possibility to drive CR business ideas and further engagement of stakeholders.

Due to this change process, more detailed information will be available in the next SIP report.

V. Danube Business School and the six principles for responsible management education

Principle 1
Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Since 2010 Danube Business School offers a university course in “Corporate Responsibility & Business Ethics” targeted at business professionals dealing with ethical situations and/or moral decision making, chief executives as well as CSR managers.
In the course of a relaunch of our university program Professional MBA in 2014, “Business Ethics” was introduced as a compulsory subject for all students.

Krems (Austria), March 2018
Therefore, students finishing the Professional MBA program have to reflect ethical aspects in their companies and their own behavior. In December 2016 Danube Business School launched its latest strategy plan. One of the formulated strengths of the institution includes the incorporation of the tackling of societal challenges into teaching and research. Hence, the University recognizes the importance of the incorporation of the SDGs into its teaching, research but also management. In 2016/17 Danube Business School has developed MBA e-learning materials which include aspects of business ethics and a 3,5 ECTs online course in Business Ethics.

**Principle 2**
Values: *We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

Requirements and expectations of current and future students and stakeholders are observed by DBS on different levels including permanent evaluations by students about satisfaction with individual classes (EvaSys), feedback by graduates about the programs (program evaluation), feedback by faculty members about the quality of the programs and inputs (DBS Service evaluation) and engagement by an advisory board. These 4 channels are used through which values including as portrayed in international initiatives such as the United Nations Global Compact are communicated.
In 2004 Danube Business School started to integrate subjects such as Gender & Diversity Management and Corporate Social Responsibility in the curricula of its programs.

In 2010 Danube Business School developed its commitment further with the launch of a specialization in Corporate Responsibility & Business Ethics for the MBA program (4 semesters).

A further step was the revision of our MBA programs based on evaluation results of the stakeholders and market analysis, leading to Business Ethics becoming a compulsory subject of the core modules.

The Master of Science “Energy Innovation Engineering & Management” impart the topics of sustainable energy systems and mobility. Alumni were able to design sustainable energy and mobility projects for individuals, companies as well as for municipalities and bring them to success. www.donau-uni.ac.at/energy

Courses in respect to „sustainability“: 103 courses since 2011 (extract from DUKonline)
Principle 3
Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

The university offers courses in diversity and anti-discrimination for the university's staff.

The university’s division Equality and Gender Studies published a brochure for staff and students regarding gender sensitive writing.

Regarding teaching, the department developed the first time an interactive e-learning module in Business Ethics for the online MB including interactive activities, case studies and the reflection of diverse dilemmas in different business situations. Furthermore, Ethics were integrated in online core business modules as for example Marketing or HR.

Danube Business School programs are accredited in an external quality process including business ethic aspects. Danube Business School pursues FIBAA accreditation since 2003 and achieved first time accreditation by ACBSP in 2017.

Sports and physical fitness is an excellent means of achieving an enduring balance between one's professional and personal life. For this reason, Danube University Krems founded the service department 'University Sports and Health' in November 2002. Here a special campus sports program for students and staff members of Danube University Krems has been and is further developed.

For more than ten years, Danube Business School has awarded scholarships to women covering one third of the tuition fee, in order to support women in leadership positions.

Student course evaluations – EvaSys: Students give feedback to each module of each program including their ratings regarding the performance of the individual course. These assessment results are not made available to the public.

In „Campus Kids“ children between the ages of one-and-a-half and twelve years are cared for at the painstakingly designed child care facility in the old building of Campus Krems. Staff members of the campus may register their children at this facility.
Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Danube Business School aims to implement the PRME principles for responsible management education in its research projects. The following projects were implemented within the reporting period:

RedEn! – a project regarding reduction of energy poverty:
http://www.donau-uni.ac.at/opt/fdb/projects/view/4294968435

E-Mob-Train – a project for developing e-learning materials concerning electromobility.
http://www.donau-uni.ac.at/opt/fdb/projects/view/4294968805

In 2016, in cooperation with the Department for Migration and Globalization, Danube Business School was successful in winning its first ERASMUS+ project. The aim of this project is to improve higher education programs for architects, urban planners & related professionals and to enable them to deal with the complex challenges of sustainable social housing for the urban poor. The project tries to achieve this by introducing multidisciplinary topics like social inclusion, sustainable energy management, participatory mapping and sustainable urban development. The project started in 2016 and will be finished in 2019. The project partners are three Ethiopian Universities and two European partners.
https://moodle.donau-uni.ac.at/ses/
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Danube University Krems commits to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Additionally the university is a member of Austrian Agency for Research Integrity (OEAWI).

http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter
http://ec.europa.eu/euraxess/index.cfm/rights/codeOfConduct

According to Section IX § 2 of the Statutes of Danube University Krems, an Ethics Commission was installed and supports the Rectorate and/or the Senate on requests concerning ethical matters and prepares written statements in this respect.

**Principle 5**

**Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Danube Business School has regular contact to companies exchanging information, or demands by the sector in the field of continuous education. An example in the...
last years was the cooperation with the Austrian Chamber of Commerce in regard to the program “MSc Energy Innovation Engineering and Management”.

Danube Business School cooperates with respACT, the Austrian Business Council for Sustainable Development, Austria’s leading platform for Corporate Social Responsibility (CSR) and Sustainable Development. In respect to respACT members of this organization have the opportunity to claim a 15% reduction on the MBA course.

Fireside chats with relevant topics enable the discussion of the students regarding responsible management with business people from different fields.

**Principle 6**

*Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

The stakeholders are informed about the PRME membership of Danube Business School via the homepage as well as by a reference to PRME on all brochures.

The faculty is provided with Faculty Guidelines by Danube Business School. These guidelines cover the institution’s vision, the faculty member’s responsibilities, and the Austrian legal regulations regarding the grading of the students. These faculty guidelines communicate the Danube Business School’s expectations of a corresponding commitment to the six principles of responsible management education of PRME from the faculty.

In 2016 Danube Business School established an advisory board with the task to consult with Danube Business School on its strategic policies. This initiative aims at a fruitful exchange between research and practice to ensure that both current and future needs of business and society are identified and adequately addressed in our study programs. At the last meeting the concept of PRME was introduced to all the members and the Advisory Board decided to strive for and demonstrate societal impact, one of the key objectives by Danube University Krems.
VI. Outlook

- Strategy
  Since March 2014 Danube Business School is a member of PRME. In June 2014, the School also joined the PRME Chapter DACH.
  In December 2016 Danube Business School launched its latest strategy plan. One of the formulated strengths of the institution includes the incorporation of the tackling of societal challenges into teaching and research. Therefore, the University recognizes the importance of the incorporation of the SDGs into its teaching, research but also management. Consequently, the significance of the engagement with PRME and the continuous incorporation of the six principles in the institution are profoundly recognized. A wider University spread application of the PRME values and culture is to be expected in the next years.

- Teaching
  Since 2010 Danube Business School offers a university course in “Corporate Responsibility & Business Ethics” targeted at business professionals dealing with ethical situations and/or moral decision making, chief executives as well as CSR managers.

In the course of a relaunch of our university program Professional MBA in 2014, “Business Ethics” was introduced as a compulsory subject for all students. Therefore, students finishing the Professional MBA program have to reflect ethical aspects in their companies and their own behavior.
In 2016/17 Danube Business School has developed MBA e-learning materials which include aspects of business ethics, corporate social responsibility and sustainable management.

In the next year Danube Business School is planning to reflect on the learning outcomes achieved by these two courses, in the online version as well as in the blended learning teaching version, and to implement further improvements.

- Management
  In respect to operational processes Danube Business School strengthened the commitment of the faculty to the six principles of responsible management education. As a consequence these principles were included in the Faculty Guidelines of the Department.

As a wider University spread of the PRME rules and values is expected for the next years, operational processes supporting PRME values and rules will follow. Danube Business School will comply with these rules and values accordingly in the future.

Krems (Austria), March 2018
The PRME representative of Danube University Krems will participate in the PRME Chapter DACH meetings and will make a contribution to its workshops for a further development of responsible management education.

Contact Information

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