WEBSTER VIENNA PRIVATE UNIVERSITY

ANNUAL REPORT 2025

for the academic year June 2024 to May 2025

(reporting period: June 1 to May 31)

Agency for Quality Assurance and Accreditation Austria

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By the University Council of the Bildungsverein für die Freunde
der Webster University (St. Louis, USA)
and the Executive Board of WEBSTER VIENNA PRIVATE UNIVERSITY

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1 Strategic Developments

Webster Vienna Private University is a private university focused on student mentorship and teaching excellence, integrating research-driven projects into the classroom and combining academic theory with real-world, practical skills. Established in 1981 as Webster University Vienna, WVPU was accredited as one of Austria's first private universities in 2001 and has since been reaccredited five consecutive times (2006, 2011, 2016, 2022). By emphasizing critical and analytical thinking, problem-solving and both theoretical and applied knowledge, WVPU equips its graduates to navigate complex professional environments and contribute meaningfully to their respective fields. Small class sizes, a student-to-faculty ratio of 6:1 and comprehensive support services continue to support the university's mission of fostering individual academic and professional excellence.

The 2024–2025 academic year was marked by both institutional progress and leadership transition. Following the departure of Rector Dr. Johannes Pollak in November 2024, an international search for a new rector was initiated. In accordance with the university's governance framework, leadership passed to Dr. Samuel R. Schubert, who, together with his colleagues on the Executive Board, guided the institution toward a model of collective leadership that ensured continuity, stability, and progress across all strategic and operational areas.

The changes were both significant and effective. Among the year's notable achievements were a substantial growth in student numbers, the successful affirmation that all existing conditions were met resulting in the first ever non-conditional institutional accreditation for WVPU, sustained financial strength with a solid operating margin, strategic faculty recruitment aligned with emerging research clusters and the sharpening of the university's research identity, high-profile public engagements with leading scholars and diplomats, progress in program development and revision, including the advancement of WVPU's planned PhD program, and heightened morale across all academic and administrative units.

Enrollment success

WVPU experienced another outstanding year in enrolment, welcoming 617 students to campus — the highest number since 2011. With over 500 students enrolled in Austrian-accredited programs, the university reached its strongest numbers in this category since 2018. The incoming class included just over 190 new degree seeking students, marking the largest intake since 2013 and continuing a multi-year trend of growth. In addition, 104 study abroad students from across the Webster network attended courses in Vienna — WVPU's highest number in over a decade. This sustained growth, particularly at the undergraduate level, reflects WVPU's rising reputation and reinforces its strong retention rates. As a tuition-based institution, this momentum supports both the university's academic mission and its long-term financial health.

Financial success

WVPU continues to build on its record of financial stability and growth. Following a strong year, the university exceeded its financial targets, driven in part by higher-than-anticipated student intake during the Spring semester. Both revenue and projected profit have surpassed expectations, reflecting the sustained demand for WVPU's academic offerings and the effective alignment of operational planning with institutional goals. With continued enrolment growth and prudent financial management, WVPU remains well-positioned to deliver strong results in the years ahead.

Institutional Accreditation

In Spring 2025, the Austrian Federal Ministry for Education, Science and Research reaffirmed Webster Vienna Private University's institutional accreditation, confirming that all previously established conditions have been fully met. WVPU's accreditation is now secured through 2028, underscoring the university's continued delivery of quality education and effective operations. It also maintains full institutional accreditation from the U.S.- based Higher

Learning Commission (HLC). The conditions set by AQ Austria during the prior reaccreditation process, which focused on enhancing stakeholder involvement and developing a PhD program, led to significant reforms at WVPU. These included constitutional changes, strengthened academic autonomy through new Senate policies, formalized student participation in governance and minimum research output targets for faculty. These measures not only addressed AQ Austria's recommendations but also advanced WVPU's long-term strategic goals, including the forthcoming development and accreditation of its first doctoral program.

Development of PhD program

In response to feedback from the Austrian Agency for Quality Assurance, WVPU has concentrated its efforts on fostering an integrated research environment encompassing all existing programs. Significant progress has been made by the PhD Program Committee, which has defined the interdisciplinary program's focus on Economic and Socio- Political Change that is rooted in the university's faculty strengths. The program will be structured around five multidisciplinary research clusters: (1) Great Power Shifts and Changing Global Orders, (2) Organizational Change and Innovation Dynamics, (3) New Patterns in Economic and Social Practices, (4) Social and Individual Orientations and Identities Under Change, and (5) AI, Digitalization, and Their Impact on Economic, Social, and Political Structures. These clusters serve as the organizational foundation for research output, collaboration, and funding strategies.

The program's structure and core components, including level appropriate theoretical and methodological training with a focus on independent research, have been conceptualized and an Advisory Board has been assembled to support the program's development. The Advisory Board will focus on employability and review the PhD program application as it advances toward AQA accreditation. Recruitment of new faculty is ongoing and strategically aligned with the research clusters to ensure the long-term viability and success of the program. All milestones are currently on track.

Advancement of Bachelor Program in Computer Science

Continuing from last year's launch of the Bachelor of Science in Computer Science program development, WVPU has taken significant steps toward advancing the initiative. Dr. Peter Roth was appointed Head of Department and Program Director, bringing expertise in artificial intelligence and cybersecurity. Currently employed parttime, he is expected to transition to full-time by early 2026 and is already actively engaged in research, including a grant proposal in edge AI. The program, which offers emphasis tracks in AI and cybersecurity, underwent a site visit by AQ Austria in Spring 2025, resulting in conditional accreditation. It is expected to welcome its first full student cohort in Fall 2026. These developments reflect continued progress in expanding WVPU's STEM offerings and further position the university to meet evolving global workforce demands.

Expansion of Psychology Research

WVPU welcomed Dr. Gerulf Rieger to its Psychology Department. An expert in sexual arousal and orientation, he brings extensive research experience and will enhance both teaching and research at WVPU. The university is supporting Dr. Rieger with the addition of a new research lab incorporating state-of-the-art technologies focused on combining physiological and psychological approaches to studying sexual arousal and orientation.

With over 4,550 citations and a strong record of publicly funded research published in leading journals, Dr. Rieger also serves as Associate Editor for a top sexuality research journal. Holding advanced degrees in Biological Anthropology and Personality Psychology, his expertise supports WVPU's interdisciplinary Psychology program, which emphasizes scientific inquiry and communication skills.

Development of Law Program

WVPU is developing a new Law program with a focus on comparative international business law. Rather than preparing students for licensure (bar exam) in Austria, the program is designed to equip graduates for legal service

roles such as in-house corporate counsel and other positions where legal expertise intersects with business and global affairs. The curriculum will emphasize areas like corporate finance and business law in a comparative and international context, building on WVPU's existing academic strengths.

The LLB is initially scheduled to launch in Fall 2026, with further postgraduate (LLM) programs to follow. Multiple entry pathways are being developed to ensure accessibility and flexibility for a broad range of students. Program planning is on track, with curriculum design, staffing and infrastructure planning actively progressing.

BSBA Curriculum Revision and Management Program Teach-Out

In 2024, WVPU implemented significant updates to its undergraduate business programs to better align with current industry demands and academic standards. The Bachelor of Science in Business Administration (BSBA) was modernized to include new specialization tracks in Marketing, International Business, Entrepreneurship and Human Resource Management. These specializations provide students with focused expertise while ensuring a strong foundation in systemic thinking, problem solving, business communication, interpersonal skills, technology literacy, ethical reasoning and global and cultural understanding. The revised curriculum enhances subject-specific depth, increases requirements in economics and mathematics/statistics, integrates contemporary topics such as digitalization and data analytics and introduces a first-semester course, Foundations for Business Success.

As part of this transition, the three Management (BA) programs are being phased out. The last new cohort of Management (BA) students were admitted to these programs with the end of the 2024 calendar, and the final teach-out will conclude by June 1, 2026. Current students may complete their existing degrees or transfer into the updated BSBA program, which incorporates much of the Management curriculum in its new structure. The consolidation streamlines academic offerings, reduces redundancy and ensures all graduates are equipped with the skills and knowledge to thrive in today's evolving global business environment.

WVPU celebrates the Class of 2025

On May 17, Webster Vienna Private University conferred degrees upon 79 graduates during a commencement ceremony held at the historic Hofburg Palace. Faculty, staff, family members and friends gathered to honor the accomplishments of the 2025 graduating class. This year's graduates, representing 27 countries, are now the newest members of the Webster University Alumni Association.

Undergraduate valedictorian Tobias Michael Gerber and graduate valedictorian Olga Zolotareva provided the student addresses. Associate Director Dr. Samuel R. Schubert provided welcome remarks, while Alexandra Deubner of Career Services served as this year's master of ceremony.

Stefano Cantini and Melanie Smith of the Vienna Chapter of the Webster University Alumni Association presented the Alumni Association Awards.

The Bronwyn Mitterecker Memorial Alumni Award for voluntary service recognizes significant impact and service of an alumna or alumnus to the betterment of society in line with WVPU's mission and vision. The award was created in memory and honour of Bronwyn K. Mitterecker, who worked for Webster Vienna Private University for more than a decade serving as Director of Admissions and as Alumni Coordinator. This year's awardee was Allison Snowden, MA '10, MBA '18.

The recipients of the 2025 faculty awards were Katrin Kristjansdottir and Gerulf Rieger (Diversity in Teaching) and Nikolaos Antonakakis and Isabella Sarto-Jackson (Excellence in Teaching). Teachers of the Year awards went to Marco Bocchese (Faculty) and Stefan Vogel (Adjunct Faculty).

The Webster Vienna Alumni Association Leadership Award recognizes a student who has exhibited distinguished leadership during their years at Webster and has shared their talents with their department, the student body and surrounding community. This year's awardee was Mamiza Francisca Chongo Mucanheia.

H.E. Arad Benkö delivered address to the class of 2025

Reflecting WVPU's international outlook and its commitment to global dialogue, WVPU was honored to welcome H.E. Ambassador Dr. Arad Benkö, Chief of Cabinet of the Austrian Federal Ministry for European and International Affairs to deliver the university's 2025 commencement address at the Hofburg Palace. A distinguished Austrian diplomat and scholar, Dr. Benkö has devoted his career to advancing European cooperation, conflict resolution, and international engagement. Dr. Benkö's service at the Austrian Foreign Ministry began in 1998 and he has since held positions in the Balkans Division and the United Nations Department and served on postings in Bonn, Pristina, Bucharest, Brussels, and Tel Aviv. His ambassadorial appointments included Latvia (2015–2016) and Georgia (2016–2020), where he was Austria's first ambassador to the country. From 2020 to 2022 he headed the Ministry's Vienna Headquarters Department, and from 2022 to 2024 he represented Austria as Ambassador to Ukraine before assuming his current role as Chief of Cabinet. He holds degrees in political science from the University of Vienna, advanced qualifications from King's College London, and postgraduate studies at the College of Europe in Bruges. His extensive diplomatic and academic experience made his address particularly resonant, underscoring WVPU's shared values of internationalism, critical inquiry, and service in the pursuit of peace and understanding. In his remarks, he called upon graduates to lead with conviction, curiosity, and compassion, qualities that reflect WVPU's commitment to academic excellence, ethical leadership, and global engagement.

1.1.1.1 Analysis

WVPU is growing both quantitatively and qualitatively. The departure of the Rector prior to the start of the fall semester opened new opportunities for the university, allowing for a systematic examination of internal governance structure, development strategy, and overall operational activities. With a call underway to fill the open position, Acting Rector (Associate Director) Dr. Samuel R. Schubert worked closely with the Heads of Finance and Administration and Human Resources to keep the staff and faculty fully abreast and engaged, while moving forward on all the key strategic projects. As a result, the university performed at the highest level it has in years, bringing in more new students than it had achieved in the previous decade. Morale was equally lifted as the university under the interim leadership both acted in a clear and unified manner under a collective executive leadership model of an Executive Board chaired by the Associate Director. Greater transparency and dedication to sharpening the university's research profile, focusing on revising and modernizing key programs, completing the processes including staffing increases to initiate and accredit new programs and initiating the development of new programs for submission in the following academic year, led not only to more success in student numbers, program accreditation, but also optimism about the future. In short, and depending on the outcome of an ongoing review of the university's internal governance structure, the academic year 2024-2025, marks a major milestone in WVPU's progress and transition from a largely teaching institution to a research led one, fully aligned with the expectations of an Austria accredited private university.

In sum, WVPU's strategic actions and performance indicators clearly reflect a well-managed, forward-looking institution, positioned effectively for sustained growth, continued academic enhancement, and increased institutional prestige. The steps taken in the reporting period continue to build important forward looking trends. The substantial growth in new students serves as a strong sign for the academic and financial health of the organization.

2 Governance structure & organization

The following governing bodies were active in the fiscal year 2024–2025:

General Assembly (ex officio membership as officers of Webster University)

- Dr. Elizabeth J. Stroble, PhD, Chancellor (June and July 2024)
- Dr. Timothy Keane, PhD, Chancellor (as of August 2024)
- Dr. Julian Z. Schuster, President

- Nancy Hellerud, J.D., Vice President for Academic Affairs
- William Donovan, Chief Financial Officer

Supervisory Board of the Bildungsverein für die Freunde der Webster University (St. Louis, USA) acting as the University Council of Webster Vienna Private University (hereinafter: "University Council")

- Dr. Ryan Guffey, PhD, Director General for Global Campuses, Webster University
- William Lynch, MFA, Professor Emeritus from Webster University
- Richard Ryffel, Executive Director of Business Leadership and Professor of Practice, Mitch Daniels School of Business, Purdue University, and Weidenbaum Center Senior Fellow
- Dr. Stefan Zapotocky, Chairman of the Board of Directors at RPR Private Foundation Vienna (Chairperson)

Executive Board of the Bildungsverein für die Freunde der Webster University (St. Louis, USA) and of Webster Vienna Private University

- Dr. Johannes Pollak, Rector (Chairperson until October 2024)
- Dr. Samuel R. Schubert, Associate Director (Vice-Chairperson/Secretary until October 2024; Acting Rector, Chairperson as of November 2024)
- Mag. Nora Binder, Head of Human Resources/Career Services (Vice-Chairperson/Secretary as of November 2024)
- Mag. Michael Postmann, Head of Finance and Administration (Treasurer)

During the financial year 2024–2025, the University Council fulfilled its responsibilities under the law and the Articles of Association, holding four regular meetings (June 19, October 16, 2024; January 22 and April 9, 2025). Representatives of the Works Council and the chairperson of the University Senate attended the meetings without voting rights. The University Council reviewed and discussed the quarterly reports on the university's business and financial position. It examined and authorized the annual report and financial statements for fiscal year 2023–2024 and the changes and performance agreement between the Executive Board and the University Council as well as the budget, personnel and investment plans for the fiscal year 2025–2026.

In the academic year 2024-2025 the University Senate consisted of the following members representing the different constituencies:

- Dr. Jozef Bátora, International Relations Department

University Senate Chair & Representative for the Constituency: Employed Faculty

- Ms. Oleksandra Chernysh, Student Government Association (as of January 2024)

Representative for the Constituency: Students

- Dr. Andrea Gaal, Business and Management Department

Representative for the Constituency: Adjunct Faculty

- Dr. Nikolaos Antonakakis, Business and Management Department

Representative for the Constituency: Employed Faculty

- Nermin Podžić, MA, Head of Marketing and Communications

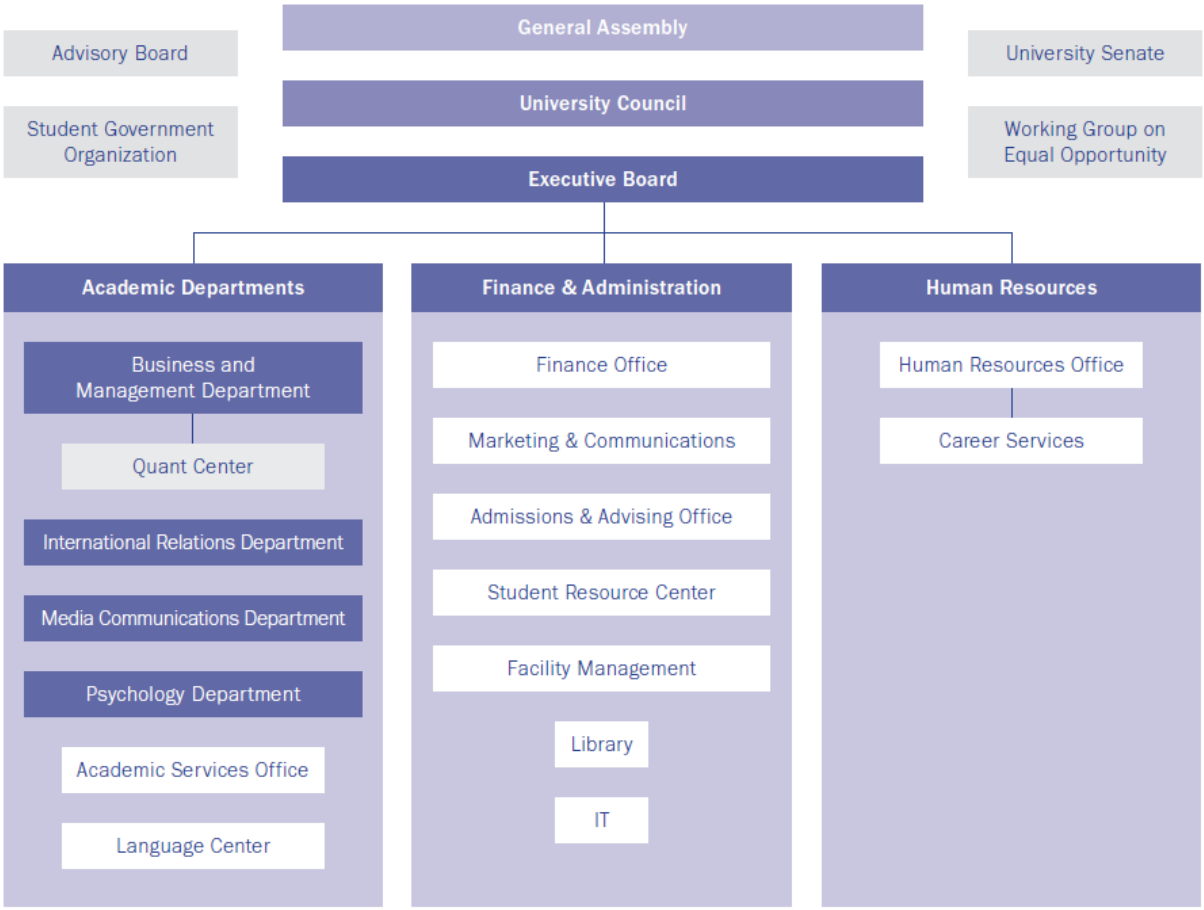
Representative for the Constituency: Employed Staff

During the academic year 2024–2025, the Advisory Board consisted of 12 prominent leaders in Austria who advise the university's Executive Board on how to strengthen the competitiveness of the institution. They play a vital role in ensuring that Webster Vienna Private University graduates are among the best prepared to succeed in the 21st century. Their dedicated engagement enhances the university's visibility and reputation throughout the region and across a diverse set of business, cultural and educational communities.

- Dr. Walter Schön, Chief Executive Officer, Schoen Aerospace Trading & Consulting
- Mag. Markus Brenner, Managing Director of Brenner & Company

- Mag. Michael Edelsbrunner, Country Executive, Citibank Europe plc, Austria Branch
- Mag. Liane Hirner (CPA), Member of the Managing Board, Vienna Insurance Group
- Ing. Rudolf Kemler, Senior Partner, Roland Berger GmbH
- Prof. (FH) Dr. Christian Kreuzer, Managing Director, EY Advisory Services and Managing Director Austrian Controller Institute
- Mag. Gernot Mittendorfer, MBA, Member of the Management Board, Erste Group Bank AG
- Mag. Patricia Neumann, CEO of Siemens AG Austria
- Philippe Roodhooft, Executive Vice President Middle East and Growth Projects, Borealis
- Prof. Dipl.-Ing. Mag. Friedrich Rödler, Chairman of the Supervisory Board, Erste Group Bank AG
- Biljana Weber, Senior Director Business Applications, Microsoft ERP and CRM
- Dipl.-Ing. Martin Winkler, Country Manager Austria, ORACLE

Figure 1: Organizational chart



3 Degree programs and teaching

3.1 Key developments and analysis

WVPU undertook several reviews of existing programs as well as began developing others throughout the reporting period. In accordance with its internal quality assurance procedures, the Business and management Department and the University Senate undertook a review of its Management (BA) and Business Administration (BSc) programs as well as an annual review of the Common Core Module deciding again on minor revisions. The university also made major progress in adding new programs making new hires and hosting a site visit for the planned program in Computer Science planned to start in Fall 2026 as well as advancing the design and drafting of its planned PhD program to be submitted in AY 2025-2026.

3.1.1 University Senate decision to revise the Business Administration (BSc) program

Following a triennial review of the four undergraduate business and management department programs: Management (BA), Management with an Emphasis in Marketing (BA), Management with an Emphasis in International Business (BA) and the Bachelor of Science in Business Administration (BSc), the University Senate unanimously decided on 08 July 2024 to revise the Business Administration (BSc) degree, incorporating the management emphases as modules and to discontinue (teach out) the three management degree programs. The new study plan came into effect for all Business Administration (BSc) students in Fall 2024. Students enrolled in the Business Administration (BSc) program prior to Fall 2024 were able to complete the degree in full according to the Study Plan and Regulations for the Bachelor of Science in Business Administration from September 2021. Students enrolled in any of three undergraduate management programs prior to December 30, 2024, were also able to complete their degrees according to their respective Study Plan and Regulations from September 2021. The university no longer accepted students into any of its Management programs as of December 30, 2024. Any student of the three Management programs continued to have the possibility to switch to the new BSBA program by informing their adviser in writing.

3.1.1.1 Justification and Analysis:

In so determining the Senate justified its decision to teach out the three Management (BA) programs, focusing instead on the Business Administration (BSc) degree and migrate the emphases of the two related management programs as emphasis modules within the Business Administration program based upon findings drawn from the University' triennial review. Specifically, the Senate found that:

- Given the digital transformation, the growing commercial and scholarly emphasis on data-driven decision-making, and the growing need for interdisciplinary competencies, particularly in data analytics, the distinction between a quantitatively focused, operations-oriented program (Business Administration) and a leadership-focused, organizational program (Management) has become less relevant.
    - A comparison with the local competition of Austrian public universities shows that business-oriented programs predominantly offer a BSc degree.
- The Bachelor of Science in Business Administration degree required modernization, particularly a strengthened focus on systemic thinking, effective cross-cultural business communication, interpersonal skills, digital technologies and data-driven decision-making.
- The Business Administration (BSc) degree required an update to its learning outcomes, and the modernization of some of the required courses, including but not limited to additional focus in economics, mathematics.
- Most of the courses in the Management (BA) program were present in the existing Business Administration (Bsc) program and the latter required additional refinements to address student needs regarding more advanced study and access to the contemporary and future labour markets.
- The similarities among the three management programs, i.e. that without and those with emphases (International Business and Marketing) were insufficient to be classified as separate degree programs - the differences being less than a fifth of the overall required ECTS.

In so finding, the Senate decided to merge the management programs under the Bachelor of Science in Business Administration degree, teach out the three management programs (with and without emphases), and integrate the management emphases as modules in the Business Administration program.

The decision to teach out the BA program in management and focus the university's resources on a Bachelor of Science program in business administration aligns with the university's plans to increase quantitative skills and is better suited to the shifting demands of the business environment. The program description of the Business Administration (BSc) degree, hereafter referred to as BSBA, now includes an understanding of a business as a "a system of interrelated functional areas working together to fulfil strategic goals in a complex competitive environment" while the framework of its learning outcomes have been restructured to enhance clarity of knowledge, skills, and competencies in seven areas (Systemic Thinking, Problem Solving, Business Communication, Interpersonal Skills, Technology Literacy, Ethical Reasoning, and Global and Cultural Understanding.) Within the

curriculum, new courses reduce redundancy and incorporate contemporary developments in the areas of business communications, digitalization, and data analytics thereby ensuring that students graduate with the necessary knowledge, skills, and competencies to succeed in business and pursue higher degrees.

While the program remains at an overall 240 ECTS, 30 ECTS in areas of up-to-date communications, information systems, data analytics and management have replaced 12 ECTS in outdated courses on technology and business issues. The new study plan requires an additional 12 ECTS in economics (18 ECTS rather an 12) and Law (12 ECTS rather than 6) and requires students to choose an emphasis (vertieferung) module (36 ECTS) making the revised study plan more subject matter focused than its previous edition.

3.1.1.2 Changes to the program description include minor revisions

The revised description of the BSBA incorporates a more complex understanding of business "as a system of interrelated functional areas working together to fulfil strategic goals in a complex competitive environment" and accentuates areas of advanced knowledge in data and analytical skills.

3.1.1.3 Changes to the program's learning outcomes

The program's updated learning outcomes expand the previous framework by incorporating systemic thinking, business communication, and interpersonal skills, which were not explicitly covered before. This enhancement provides students with a deeper understanding of business operations, including the interplay of internal functions and external influences. The new outcomes also emphasize technology literacy and ethical reasoning, aligning with the growing importance of digital tools and ethical considerations in today's business landscape. Additionally, they explicitly address global and cultural understanding, better preparing students for the complexities of international business and the global marketplace. These changes ensure that students acquire a comprehensive skill set to effectively navigate contemporary business challenges and opportunities.

Changes to the program's learning outcomes	
Previous	Revised Version
Use information, analytical tools and problem-solving skills to make well-reasoned business decisions, considering both quantitative factors and qualitative factors such as ethical considerations. Develop strategies addressing the legal, ethical, economic and global environment in which the enterprise operates. Apply a set of analytical business tools related to math, statistics, accounting, economics, marketing, finance and behavioural science. Apply business core concepts, principles and analytical skills across functional lines. Access, develop and use information to analyse business problems and propose feasible solutions.	Systemic Thinking: Students understand the big picture of a business, i.e., how the business is impacted by outside forces, how it is driven by its interconnected internal functions and how to manage the firm to best advantage given external and internal considerations. Problem Solving: Students can identify business problems and opportunities, analyse them and formulate potential strategies to address them. Business Communication: Students can prepare clear, concise and accurate written materials and can make formal and informal business presentations using appropriate visual aids. Interpersonal Skills: Students are able to see themselves as part of a network of people making up a business and its competitive environment and are able to tailor their actions in such a way that they can form and maintain effective business relationships. Technology Literacy: Students can utilize technology to analyse business problems, propose and examine potential solutions and present recommended courses of action.

	Ethical Reasoning: Students can identify and analyse value conflicts and ethical dimensions of business issues and situations. Global and Cultural Understanding: Students understand the inherently global nature of modern business and consider international systems and cultural differences in their decision-making process.

3.1.1.4 Changes to the curriculum:

The Senate decided to replace 5 courses (18 ECTS) with 6 (36 ECTS) enhancing the subject specific strength of the program:

Course replacement	
September 2021 (18 ECTS)	September 2024 (42 ECTS)
BUSN 1000 Business Spreadsheets (2 ECTS) CSIS 1500 Introduction to Business Technologies (6 ECTS) MNGT 2100 Management Theory and Practices (6 ECTS) BUSN 3500 Business and Global Issues (2 ECTS) BUSN 4500 Ethical Issues in Business (2 ECTS)	MNGT 2000 Foundations for Business Success (6 ECTS) BUSN 2100 Business Communications (6 ECTS) BUSN 3150 Business Information Systems (6 ECTS) BUSN 3950 Business Analytics (6 ECTS) ECON 2000 Survey of Economics (6 ECTS) MNGT 2280 Introduction to Business Law (6 ECTS)

The senate also decided to:

- move one course, MNGT 3320 Business Law: International (6 ECTS), to the migrated and revised Specialization track (Vertiefung) module in International Business.
- change the course coding of MNGT 3280 Introduction to Business Law (6 ECTS), previously an elective, to MNGT 2280 Introduction to Business Law (6 ECTS), now required for all BSBA students
- require new student to complete MNGT 2000 Foundations for Business Success (6 ECTS) in their first semester.
- require new students to select a specialization track module of 36 ECTS increasing the subject specific relevance of the program.

3.1.1.5 Adoption/Migration of Emphases from Management to Business Administration

The BSBA takes the Specialization track (Vertiefung) modules from the Management (BA) programs, specifically the two in International Business and Marketing and adds a third in Entrepreneurship. The learning outcomes related to both of emphases accompany their migration. In migrating the two Management emphases, revisions were made as follows:

3.1.1.5.1 International Business (36 ECTS)

All courses from the previous Discipline Enrichment Module – Management / International Business (36 ECTS) are carried over. 12 ECTS (6 ECTS in career development and 6 ECTS in any upper-level management course) are accounted for in the revised BSBA while the previous requirement for 18 ECTS (6 ECTS each from an elective in

History, Political Science, and International Relations) and 6 ECTS from predetermined set of courses in the liberal arts have been replaced with 12 ECTS in international law and international supply chain management.

3.1.1.5.2 Marketing (36 ECTS)

All courses from the previous Discipline Enrichment Module – Management / Marketing (54 ECTS) are carried over except for the replacement of one course (MNGT 3450 Management & Organizational Behavior (6 ECTS) replaces MNGT 3450 Principles of Organizational Behavior (6 ECTS)) and the requirement for MNGT 3540 Digital Marketing (6 ECTS) was removed as all aspects of the knowledge, skills, and competencies have been integrated into marketing related courses. 12 ECTS (6 ECTS in career development and 6 ECTS in any upper-level management course) are accounted for in the revised BSBA.

3.1.1.5.3 New specialization tracks (36 ECTS)

The Senate further decided upon the recommendation of the Business and Management department and based on declared interest of the student body to add an specialization track modules in entrepreneurship and in Human Resource Management.

3.1.1.5.4 Entrepreneurship (36 ECTS)

The specialization track in entrepreneurship empowers students to explore innovative approaches to start new ventures, learn how to recognize and assess business opportunities, conduct economic and resource feasibility analyses, and develop the necessary real-world skills for founding and growing an entrepreneurial venture. The 36 ECTS emphasis module includes 6 courses that cover innovation through social impact organizations, entrepreneurial financial management, marketing, and global reach culminating in the development of comprehensive business plan.

The specialization track in entrepreneurship strengthens our top performing business bachelor and helps to make up possible losses resulting from the closure of the management program. To find out which emphasis should be implemented WVPU conducted an external market study to evaluate the student potential. WVPU has also done a thorough internal and external evaluation of the student potential. Internal surveys of current students show a keen interest in this topic. Our focus groups revealed that entrepreneurship is in the top echelon of fields of interest for business students. Furthermore, first feedback from current perspective students encountered mainly via in person fairs also underline the attractiveness of the track.

Webster Vienna also conducted a market study via the study portal group. Results show that around 37% of students who search for business programs and consider Webster are interested in entrepreneurship. The financial outlook of an emphasis in entrepreneurship looks promising. Costs of implementing are only around 30 TEUR per year while the potential for new students far outweigh the costs.

3.1.1.5.5 Human Resource Management (36 ECTS)

The specialization track in Human Resource Management prepares students to tackle the challenges and complexities of managing today's workforce with strategic problem-solving and fundamental knowledge of HR functions preparing them for effective decision-making and competitive performance in managing today's global workforce. The 36 ECTS emphasis module includes 6 courses that provide the basis for developing strategies for contemporary human resource management, employment law and compliance, compensation and benefits, information analysis, and matters of diversity, equity and inclusion.

The track is a needed enhancement to Webster Vienna’s current business administration program. It further strengthens our top performing business bachelor and helps to make up possible losses resulting from the closure of the management program. WVPU conducted a thorough internal and external evaluation of the student potential for this track, and internal surveys of current students show a keen interest in this topic. Our focus groups revealed that human resources is in the top echelon of fields of interest for business students. Furthermore, first feedback from current perspective students encountered mainly via in person fairs also underline the attractiveness of the track. A market study via the study portal group revealed that around 50% of students who search for

business programs and consider Webster are interested in HR management making the financial outlook of the track in human resources look promising, as do the financials where the potential for new students far outweigh the costs (30 TEUR per year):

3.1.1.6 Teach out plan for the Management (BA) programs:

The university stopped recruiting students for any of the three Management (BA) programs in June 2024. New students will no longer be accepted as of December 31, 2024. The last semester students can commence enrollment in the program will be February 3, 2025. The teach-out is expected to be completed by June 1, 2026. The decision affects 104 students currently studying in the three Management programs, half of whom are on schedule to compete their studies by June 1, 2026 and have already completed the courses to be taught out; the other half will complete the three courses slated for teach out by June 1, 2026 as the courses are to be taken early in the study plan. Due to significant overlap in the required course work among the discontinued BA Management programs and the revised Business Administration program, the teach-out schedule is short and simplified. Only three courses will be discontinued. However, two will be replaced immediately with replacements becoming acceptable alternates and three other courses in the management programs will be retained and taught regularly either as electives or as required components of one of the migrated BSBA Specialization track (Vertiefung) modules. All of the courses in the previous emphasis in international business will continue to be offered. The complete set is as follows:

Courses to be taught out:

- MNGT 2100 Management Theory and Practices (taught out by June 1, 2026 and replaced with MNGT 2000 Foundations for Business Success)
- CSIS 1500 Introduction to Business Technologies (taught out by June 1, 2026 and replaced with BUSN 3150 Business Information Systems)
- MNGT 2150 Business Ethics (taught out by June 1, 2026; no replacement)
- BUSN 3500 Business and Global Issues (taught out by June 1, 2026; no replacement)
- BUSN 4500 Ethical Issues in Business (taught out by June 1, 2026; no replacement)

Courses retained:

- MNGT 3400 Human Resource Management will be continued to be offered as an elective course.
- BUSN 3710 Entrepreneurial Financial Management and MNGT 3320 Business Law: International will continue to be offered regularly as part of the Specialization track (Vertiefung) modules entrepreneurship and international business respectively.
- MNGT 3540 Digital Marketing (required for the emphasis in marketing) will continue to be offered as an elective annually.

The course title for MNGT 3450 has been changed from Principles of Organizational Behavior to Management & Organizational Behavior.

Students currently studying BA Management as well as those admitted through December 2024 will be offered the possibility to opt-into the Business Administration (BSc) program at any time prior to completion of their studies. In order to complete the teach-out and accommodate the affected students, the university will continue to offer the necessary courses of their curriculum and until all students have either graduated or switched programs. For students studying part time, the full teach out may take as long as June, 2026.

Teach-out date: by June 1, 2026

Course	Type	Format	h/w	AT/SL	ECTS
MNGT 2100 Management Theory and Practices	CC	IL/SE	3/12	36/114	6

CSIS 1500 Introduction to Business Technologies	CC	IL/SE	3/12	36/114	6
MNGT 2150 Business Ethics	DC	IL/SE	3/12	36/114	6
BUSN 3500 Business and Global Issues	DC	IL/SE	1/12	12/38	2
BUSN 4500 Ethical Issues in Business	DC	IL/SE	1/12	12/48	2

3.1.2 PhD program development

The PhD committee met monthly throughout the year systematically planning the program and related application files. The process, already begun in the previous year, progressed substantially throughout the year with a focus specifying details related to the university's overarching research profile in conjunction with existing and to be established research clusters. The outcome was a streamlined focus on multi-level analysis of economic and socio-political change, specifically the dynamics and process underlying that change. The sharpened focus, befitting a world undergoing transformative change, allowed for a sharpening of research clusters incorporating the research and efforts of the vast majority of permanent faculty, scientific support staff, and even external partners and lectures. As an outcome, the committee decided upon naming the program a PhD in Economic and Socio Political Change.

WVPU's existing research activities already address many dimensions of these dynamics through interdisciplinary collaboration across its academic departments. Faculty research engages with questions of global governance, technological innovation, economic restructuring, digital communication, and behavioural change, employing both qualitative and quantitative approaches. These research activities provide the intellectual and institutional foundation upon which the proposed doctoral program builds. These research activities also reflect the program's commitment to methodological pluralism, combining qualitative, quantitative, and computational approaches to the study of economic and socio-political change.

The program will draw on the collective expertise of WVPU's five academic departments: Business and Management, International Relations, Strategic Communication, Psychology, and its newest department of Computer Science focusing on machine learning, data science, and artificial intelligence. This allows for doctoral candidates to be embedded in an intellectually rich research environment structured around five interdisciplinary research clusters that serve as the program's thematic and analytical foundation. These clusters operate as flexible platforms for collaboration across departments and scholarly traditions, enabling faculty and doctoral candidates to investigate processes of economic and socio-political change across multiple levels of analysis.

- **Macro-level analysis**, addressing transformations in global governance and geopolitics, international institutions, and political and economic systems;
- **Meso-level analysis**, focusing on organizational dynamics, markets, and processes of technological and organizational innovation;
- **Micro-level analysis**, examining individual behaviour, decision-making processes, emotional responses, and evolving identities.

This **multi-level** framework ensures analytical differentiation while enabling integrative research perspectives across levels of analysis**.** The doctoral program is conceptually aligned with this structure and, therefore, provides appropriately advanced theoretical and methodological training, including both quantitative and qualitative approaches, enabling doctoral candidates to conduct independent, high-level research within and across these analytical domains.

At the core of WVPU's research strategy is a cluster-based organization of scholarly inquiry. Research activities are structured into five multidisciplinary research clusters, each aligned with the multi-level analytical framework and reflecting pressing global research questions:

1. **Great Power Shifts and Global Orders (macro-level)**
2. **Organizational Change and Innovation (meso-level)**
3. **Economic and Social Practices (micro-level)**
4. **Society and Individuals under Change (micro-/macro-level)**
5. **AI, Digitalization, and Their Socio-Economic Impact (macro-/meso-level)**

Each cluster provides a stable thematic and organizational framework for research activities, supervision, and collaboration. In compliance with § 18 (2) PrivH-AkkVO 2024, all doctoral candidates are fully integrated into one of these research clusters, ensuring structured supervision, thematic coherence, and systematic participation in ongoing research activities.

With the research profile in place and the clusters organized and populated, the committee conducted an overview of existing PhD programs in the Social Sciences in Austria identifying key gaps to be addressed. It then proceeded to build an interdisciplinary consensus on dissertation guidelines and evaluated possible future programmatic accreditations including AQUIS, and created an external PhD Advisory Board consisting of leading experts with experience in building and running PhD programs in Austria, Germany, and the United Stated. By February 2025, the committee had agreed on the outline for the program application and completed its first draft and began preparing a version for review to be submitted at committee's kick-off meeting, which was held in May 2025. Reviews were expected in the summer of 2025, whereby a second version will be drafted and once again reviewed prior to a planned submission in spring 2026.

3.1.3 Computer Science

Following a thorough and professional expert panel assessment conducted in the previous academic year, WVPU elected to postpone the introduction of the Cybersecurity track until such time as WVPU has sufficiently built up the staffing and infrastructure necessary to support this specialization fully.

Concurring with the panel's recommendation to introduce the Computer Science program with an initial focus solely on Artificial Intelligence (AI) the university **confirmed to AQ Austria that it would introduce the Computer Science program with only one emphasis track (AI)**. This decision was based on the thorough and professional expert panel assessment conducted in the previous academic year, which recommend doing so to allow WVPU the necessary time to sufficiently build up the staffing and infrastructure necessary to support this specialization. The program was accredited

The new department will be strongly integrated into both national and international Artificial Intelligence communities. The university hired Prof. Peter Roth who actively participates in and contributes to key AI networks, notably as the leader of the "Artificial Intelligence" working group within the Austrian Computer Society (OCG) and co-founder of the AIRoV (Artificial Intelligence, Robotics, and Vision) initiative, which hosts annual symposia connecting leading AI researchers. He also serves as president of the Austrian Association of Pattern Recognition (OAGM). Prof. Roth maintains active research and teaching collaborations specifically focused on AI with prominent Austrian universities including TU Graz (where he holds the venia legendi for Computer Science), TU Vienna, Medical University of Graz, Vetmeduni, BOKU University, FH Joanneum, Software Competence Center Hagenberg, and FH Hagenberg, with emerging international partnerships involving institutions in Switzerland, Germany, and

the UK. Prof. Roth's network establishes a solid foundation for extending cooperation with external institutions, especially in the field of Artificial Intelligence.

Once in place, Prof. Roth took the lead in defining the new department's research profile, staffing and infrastructure needs and led the university's interactions with the expert reviewers during their 12 March 2025 visit. These efforts were clearly successful as the university would two months into the following year receive accreditation for the program. The university then proceeded to continue investing to build up the program, issuing search processes for two assistant professors to be filled in the next academic year.

3.1.4 Annual revisions to the Core Curriculum Module

All of the WVPU's undergraduate programs build upon a Common Core of knowledge and skills with regard to scientific methods training (WVPU's Methods Roadmap), global citizenship, and the relationship between science and social change. These requirements ensure that every student who completes an undergraduate degree at WVPU carries with them the university's values, receives rigorous methodological training, and exits with a keen understanding of their role as global citizens. Originally introduced for students starting in Fall 2021, the Common Core Module (CCM) is reviewed annually and was revised and approved by the University Senate on 08 July 2024 for implementation as of 01 August 2025. The revision of the module's contents, a set of courses from which students may choose, further strengthens the integration of research and teaching at WVPU adding vital depth on the dynamics of change and importance of methodological diversity.

3.1.5 Decisions to teachout the MSc in MARKETING and MA in Psychology with an emphasis in Counselling

The Executive Board in conjunction with the University Senate decided to teach out the MSc. in Marketing and MA in Psychology programs and to cease admitting new students into the programs as of the end of the 2025 calendar year.

The rationale for the decisions was based upon consistently low enrolment numbers. The MSc in Marketing had dropped below the target of 10 new students per annum since the academic year 2018/2019 after one single occurrence of more than 10 new students during the last decade in AY 2017/18 and two academic years of 3 new students per annum (2021/22 and 2022/23). Despite the small increase of enrollments in 2023/24, a long-term significant upward trend is not expected.

The teachout schedule for the MSc in Marketing program is as follows:

Teach-out date: by December 31, 2024

Course	US credits
MRKT 5000	3
MRKT 5610 Marketing Channel Management	3
MRKT 5730 International Marketing	3
BUSN 5760 Applied Business Statistics	3

Teach-out date: by June 1, 2025

Course	US credits
MRKT 5720 Promotional Management	3
MRKT 5740 Management of Digital Marketing	3
MRKT 5850 Marketing Research	3
MRKT 5895 Marketing Analytics	3

Teach-out date: by July 31, 2025

Course	US credits
MRKT 5960 Marketing Management	3

Teach-out date: by December 31, 2025

Course	US credits
MRKT 6000 Integrated Studies in Marketing	3

Teach-out date: by June 1, 2026

Course	US credits
MRKT 6250 Thesis	6

Meanwhile, the university will stop admitting new students into the MA in Psychology program after Fall 2025. The rationale for this decision was similarly based upon consistently low demand as represented by the number of new students joining the program per year. New student numbers only exceeded 10 students twice in the 14 academic years during which the program has been running. An increase in enrollments could not be expected, especially given intense local competition from other universities and recent modification of psychotherapy laws in Austria that will continue to make the program less attractive to students desiring to pursue a career in counseling or as a psychotherapist in the country.

The last semester where students can begin the program is Fall 2025. The teach-out is planned to be completed by the end of May 2027. Students who enroll in Fall 2025 will not have the possibility to follow the program part-time and will have to complete all courses as required in the standard study plan. To complete the teach-out, the university will continue to offer the necessary courses of their curriculum and continue to do so until all students have graduated. The necessary courses and their planned teach-out dates are as follows:

Teach-out date: by December 19, 2025

Course	**ECTS**
PSYC 5100 /17 Approaches to Counseling and Therapy	7.5
PSYC 5200 /17 Advanced Developmental Psychology	7.5
PSYC 5300 /17 Psychopathology	7.5
PSYC 5800 /17 Ethical and Legal Foundations	7.5

Teach-out date: by May 22, 2026

Course	**ECTS**
PSYC 5000 /17 Bases of Counseling Psychology	7.5
PSYC 5400 /17 Research Design	7.5
PSYC 5500 /17 Assessment	7.5
PSYC 5900 /17 Applied Statistics and Research Methods	7.5

Teach-out date: by December 22, 2026

Course	**ECTS**
PSYC 5700 /17 Psychopharmacology	7.5
PSYC 6200 /17 Practice and Supervision	7.5

Teach-out date: by May 21, 2027

Course	ECTS
PSYC 5600 /17 Group Processes and Group Therapy	7.5
PSYC 6000 /17 Special Topics in Counseling Psychology	7.5
PSYC 6100 /17 Master's Thesis	15
PSYC 6300 /17 Internship	15

The teaching out of the two graduate programs will free up resources for further graduate program investments in applied and clinical psychology and business/economic related fields planned for development in the 2025-2026 academic year. The current plan is to replace both programs with those that are more aligned with the university's research profile and upcoming PhD program. In both departments, the university plans to keep relevant personnel covering core subject areas specific to these programs until the program teachout(s) are complete.

3.1.6 Current Programmatic overview and coverage

WVPU offered in the 2024-2025 period eight undergraduate and five graduate degree programs accredited in Austria and the United States, the former extending validity to all member states of the European Union. One undergraduate program, Media Communications (BA), and one graduate program, Finance (MSc) were in the process of being taught out as the university continues to streamline its roster of program and plans to add new ones in the coming years Two other graduate programs will begin being taught out starting with the next academic year.

Accredited Degree Programs available at WVPU	
Undergraduate	Graduate
Business Administration (BSc) Management (BA) Management with emphasis in International Business (BA) Management with emphasis in Marketing (BA) International Relations (BA) Media Communications (BA)* Psychology (BA) Strategic Communication (BA)	Finance (MSc)* Marketing (MSc)* Master of Business Administration (MBA) International Relations (MA) Psychology with an emphasis in Counseling Psychology (MA)*
* Slated for teachout	

Each of the university's programs meets the knowledge, skills, and autonomy/responsibility standards of the European Qualifications Framework (EQF)[1] and the respective Austrian National Qualifications Framework (NQF) Levels VI[2] and VII[3] for Cycles 1 and 2, Bachelor and Master degree programs. WVPU guarantees that the criteria for the accreditation of all its degree programs remain intact through a series of continuous measures and systemized processes that involve university management, departmental leadership, and the University Senate.

The university's eight bachelor programs focus on imparting advanced knowledge in the respective discipline through the application of a critical understanding of a diverse set of theories and underlying principles, building advanced skills to demonstrate a mastery of specialized subject matter, the ability to solve complex, unforeseen problems as they arise, as well as to manage complex projects, take responsibility for decision-making in changing contexts. Incorporated into each of the university's undergraduate programs is the Common Core Module which

[1] The Framework for Qualifications of the European Higher Education Area provides descriptors for three cycles agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process. (https://ec.europa.eu/ploteus/en/content/descriptors-page).

[2] See https://www.qualifikationsregister.at/wp-content/uploads/2018/11/NQR_Infoblaetter_Deskriptoren6.pdf.

[3] See https://www.qualifikationsregister.at/wp-content/uploads/2018/11/NQR_Infoblaetter_Deskriptoren7.pdf.

guarantees that all undergraduate students, regardless of background, share common knowledge and skills with regard to scientific methods training (WVPU's Methods Roadmap), global citizenship and the relationship between science and social change. These additional requirements ensure that every student who completes an undergraduate degree at WVPU carries with them the university's values, receives rigorous methodological training, and exits with a keen understanding of their role as global citizens.

In terms of classes, the university offered 216 regularly scheduled courses in the academic year 2024-2025 excluding theses and related colloquia. With average class sizes of 21 for undergraduates and 8 for graduates (see distributions below), and a student to overall faculty ratio of 6.3, WVPU is within the range of expectations and evidence of its USP of small classes. Importantly, both the figure for average undergraduate class size and the student-faculty ration grew versus the previous year as an outcome of the universoty's continued growth in undergraduate student numbers.

Figure 3: Students per graduate course

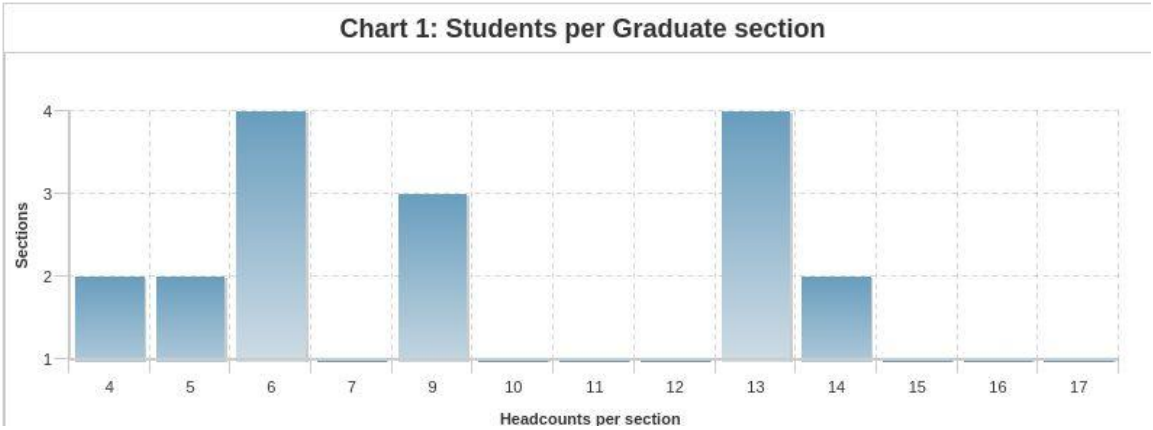
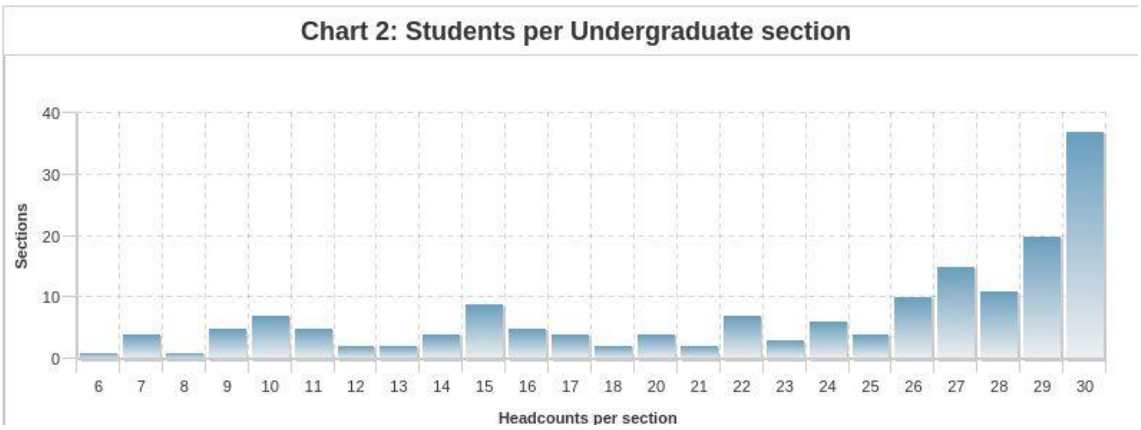


Figure 4: Students per undergraduate course



Another 12 courses were run as directed or independent studies by 8 faculty supervising 17 students excluding the university's English preparatory program and its 35 students indicating that course and enrollment planning are well optimized in comparison to previous years. Our employed faculty supervised 86 theses over the course of the academic year.

76% of all courses by ECTS including thesis projects were taught by WVPU scientific employees (status-track faculty and lecturers). As shown in the table below, the overall ratio between employed scientific staff and adjunct faculty at WVPU has continued to improve compared to previous years, with a greater emphasis on permanent scientific staff.

SHARE OF COURSES (ECTS) TAUGHT BY EMPLOYED SCIENTIFIC STAFF AND ADJUNCT FACULTY IN 2023-2024					
	Overall	BM	IR	MEDC	PSYC
Employed Scientific Staff	79%	83%	83%	66%	80%
Adjunct Faculty	21%	17%	17%	34%	20%

Permanent faculty cover all core subject areas (CSAs). The university has been undergoing reviews of programs and their core subject areas. For reporting purposes, 'covered' means that a permanent faculty member either teach or supervise at least one occurrence / section of a course, thereby covering the subject matter in the specific academic year. As presented below 'offered' refers to the number of distinct courses classified as core subject areas in a department's respective study plans. The actual coverage and offered number of courses classified in this manner is, of course, greater than the figure listed as offered.

CORE SUBJECT AREAS COVERED/OFFERED		
	covered	offered
Business and Management	21	21
International Relations	16	16
Media Communications	6	6
Psychology	15	15

As the above table indicates, employed faculty cover all of the CSAs in its major programs marking significant progress was made across the board.

Nevertheless, the role of external lecturers is very important at WVPU. Our students gain access to leading experts in their respective fields both from a scholarly and practical perspective. Outside lecturers from industry, research institutions, and leading universities combine their efforts to produce a vibrant and intellectually challenging experience for our students and play a crucial role in bringing real-life expertise, practical skills, and a network of opportunities to our students. WVPU adjunct faculty include leading entrepreneurs, executives, and researchers with expertise in finance, marketing, and manufacturing as well public service keeping our students up to date with latest industry standards and practices. The university plans to take up reviews of all of its programs in the next academic year as part of its internal quality management procedures. Following the Senate's review and recommendations, the university plans to revise its study plans and core subject areas accordingly.

In addition to classroom instruction, students receive robust support through co-curricular and extracurricular activities led by faculty and institutional partners. Many courses feature prestigious guest speakers, including leading scholars, corporate CEOs, and diplomats. Students also benefit from experiential learning opportunities, including visits to multinational corporate headquarters, international organizations like the United Nations and Vienna-Based International Organizations (VBOs), and participation in high-level meetings at the Organization for Security and Cooperation in Europe (OSCE). These immersive experiences, combined with our academic rigor, equip our students with the knowledge, connections, and skills needed to thrive in a global, ever-evolving landscape.

Combining classroom learning with co-curricular activities, WVPU welcomed students from across the U.S. and around the world in Vienna in summer 2024 for a transformative experience in Music Cognition, led by Professor Jutta Street of Campbell University. The program explored the profound impact of music on the mind and behavior, utilizing WVPU's Cognitive & Affective Neuroscience and Behavior Lab (CanBeLab). Alongside a course on sexuality and sexual behavior in cultural contexts, these psychology-based programs offered students hands-on experience in fields such as music perception, sexual attitudes, and cultural evolution. The Music Cognition package included courses like *PSYC 2000: Music Cognition and Emotion* and an accompanying lab (*PSYC 3875*), complemented by visits to the Vienna State Opera, classical concerts, and renowned venues like Haus der Musik and Porgy and Bess. Meanwhile, the "Sex in the City" package engaged students with topics of human sexuality, reproductive health, and sexual behavior through courses such as *PSYC 4400: Human Sexuality* and the lab course *PSYC 3875*. This program was enriched with visits to sexually oriented museums and historical tours of Vienna's notable figures. For music enthusiasts, the "Vienna: Capital of Music" package, designed for non-music majors, provided an exploration of Vienna's musical legacy, spanning classical to contemporary genres, through courses like *MUSC 1070* and *MUSC*

1071, paired with excursions to museums and concert venues. Each package offered a blend of academic rigor and immersive cultural experiences, fostering an environment where students could deepen their understanding of their chosen fields through both scholarly and real-world perspectives.

Finally, WVPU offers a range of student-focused programs designed to enhance opportunities for graduates as they embark on their careers. One such initiative is the university's successful Mentoring Program, which connects students nearing graduation with accomplished alumni from around the globe. Career lunches with various companies facilitate internship opportunities for students and the Careers in International Relations course - a core element of the university's certificate in Diplomacy and International Organizations – shared insights into possible career paths during spring 2025.

4 Students

4.1.1 Key developments and analysis

Scholarly mentorship and a commitment to the indivisibility of teaching and research in its classrooms guarantees that WVPU's students learn state-of-the-art in their respective fields. Supported by personalized services for our students, WVPU thus provides an academic culture that brings out the best in our students preparing them for success in life.

The combined efforts of 86 faculty members (18 permanent faculty members and 68 adjunct lecturers) across 4 departments and 13 accredited degree programs educated 617 students on campus through 204 publicly scheduled courses awarding more than 25,000 ECTS in the 2024-2025 period. In addition, 11 students took 12 independent or directed studies under the direct supervision of 8 faculty (including adjuncts) while 79 students (29 graduate and 50 undergraduate) undertook theses supervised by 14 permanent faculty members.

4.1.2 Number of students, first-year students and graduates in the reporting period

WVPU's thriving culture of scholarly mentorship is imbued with the indivisibility of teaching and research in its classrooms and supported by personalized services for our students. It is an academic culture that brings out the best in our students preparing them for success in life.

WVPU's student body is both diverse and dynamic. Among the 617 students who enrolled in classes on campus in 2024-2025, 88% were undergraduates and 12% were graduates. More than half of all WVPU degree seeking students (59%) were enrolled in one of four undergraduate or three graduate programs in the areas of Business and Management. Another 17% were seeking degrees in International Relations, 16% in Psychology, and 6% in Strategic Communication.

Residential students at WVPU in 2024 – 2025 [comparative figures from the previous year in brackets]:

STUDENTS	TOTAL	NEW	GRADUATES
Undergraduate	443 [392]	170 [148]	52 [76]
Graduate	73 [73]	24 [32]	27 [12]
All	516 [465]	194 [180]	79 [88]

Undergraduate Programs/Students	
Degree Program	Head Count
Business Administration (BSc)	157
Management (BA)	19
Management with emphasis in International Business (BA)	53
Management with emphasis in Marketing (BA)	36
International Relations (BA)	72
Strategic Communications (BA)	30

Psychology (BA)	72
Undecided	4
WVPU Undergraduates Enrolled on Campus	443
WVPU Undergraduates Studying Abroad	-3
Webster Study Abroad Undergraduates @ WVPU	102
Total Undergraduates Enrolled at WVPU	542

Graduate Programs/Students	
Business Administration (MBA)	33
Finance (MSc)	2
Marketing (MSc)	7
International Relations (MSc)	18
Psychology with an emphasis in Counseling Psychology (MA)	12
Undecided	1
WVPU Graduates Enrolled on Campus	73
WVPU Graduates Studying Abroad	0
Webster Study Abroad Graduates @ WVPU	2
Total Graduates Enrolled at WVPU	75
Totals Programs/Students	
Total WVPU Students (Seeking Austrian Degrees)	516
Total WVPU Students enrolled on campus	617

In addition to our residential student body, WVPU traditionally is a highly attractive destination for student mobility. In the academic year 2024-2025 WVPU was able to welcome 104 students from across Webster University's global network and Erasmus.

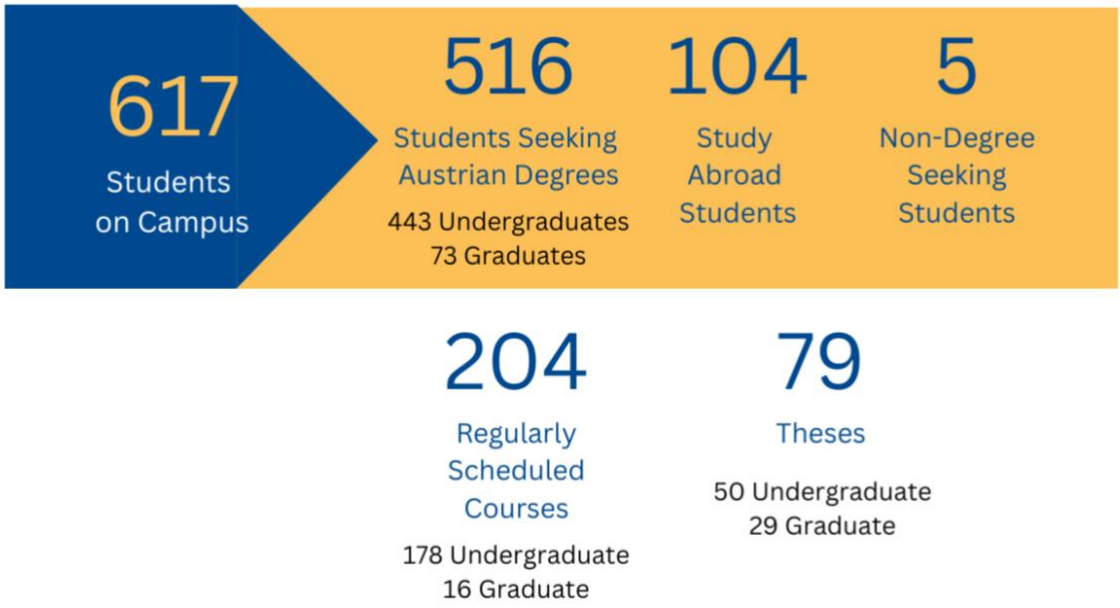
WVPU also offers one of the most diverse student bodies that can be found at any university. The 2024-2025 student body brought together students from 65 countries around the world, speaking 49 languages. 41% of students are Non – EU European, 28% come from countries within the European Union, 12% come from Asia, 9% from Africa and West Asia, 9% from North America and 1% from other countries. Women constituted 55% of our student body.

4.1.3 Ratio of full-time scientific staff to students

The combined efforts of 83 faculty members (15 permanent faculty members and 68 adjunct lecturers) across 4 departments and 13 accredited degree programs educated 617 students on campus through 204 publicly scheduled courses awarding more than 29,000 ECTS in the 2024–2025 period. In addition, 17 students took 12 independent or directed studies under the direct supervision of 8 faculty (including adjuncts) while 79 students (29 graduate and 50 undergraduate) undertook theses supervised by 13 permanent faculty members.

With average class sizes of 21 for undergraduates and 8 for graduates and a student to overall faculty ratio of 6.4, WVPU boasts one of the best environments for student success and makes it a highly attractive choice for current and prospective students alike.

Figure 6: WVPU in numbers



4.1.4 Average study period

During the academic year 2024-2025, undergraduate students successfully completed their studies in 45 months on average (in previous reporting period 48). Graduate students finished their programs in 26 months on average (previous year: 32 months).

4.1.5 Drop-out-rate

During the academic year 2024-2025 the number of students who left our university on their own initiative or who were dismissed due to insufficient performance was 7% for undergraduates and 10% for graduates.

Dropout rate 2024-2025 [comparative figures from the previous year in brackets]

Dropouts	UG	GRAD	ALL
Stopped	28* [35]	5 [7]	33* [42]
Dismissed	4 [3]	2 [1]	6 [4]
Total Students	443 [392]	73 [73]	516 [465]
Drop-Out-Rate in %	7 [9]	10 [11]	8 [10]

* including 7 students who graduated with US diploma only

4.1.6 Participation in mobility programs for students

WVPU holds student mobility in high esteem and strives to make as many opportunities for our students to experience other cultures as possible to achieve the goal of developing our students into global citizens. Webster University worldwide boasts an extensive study abroad program which allows students to study abroad through three-week faculty led experiential courses, two-month terms, and four-month semesters or for a full academic year consisting of two consecutive semesters (fall and spring). The Webster University study abroad network consists of Webster University campuses or partner institutions in Asia, North, South and Central America and Europe. To encourage students to study abroad, Webster University offers the Webster World Traveler Program

(WWTP) in which the institution sponsors the students travel costs up to 1,000 USD to reach their study abroad destination outside of Europe. WVPU is also an Erasmus+ partner institution since 2018, through which our students can study at six partner institutions within the European Higher Education Area. Likewise, the university hosts students from other Webster University campuses or key partners, US-based institutions party to its Webster International Network of Schools (WINS) or through WVPUs Erasmus+ student mobility partnerships.

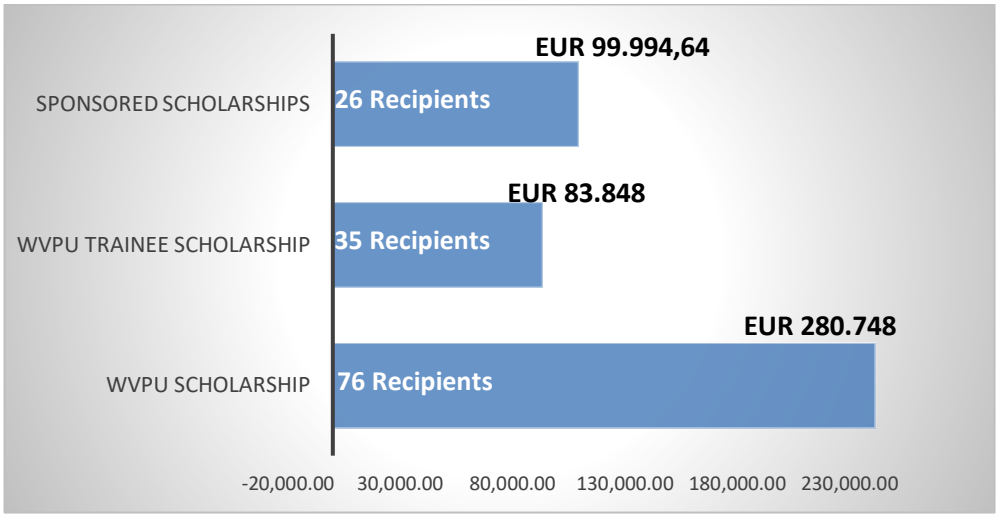
In 2024-2025, WVPU hosted 104 graduate and undergraduate students, and an additional 3 through the ERASMUS+ program. Of the 107 students, 8 came from other Europe-based institutions, 4 came from the Webster campus in Tbilisi, 50 from our Webster campus in Tashkent, Uzbekistan, and the remaining from different institutions across the United States. Four WVPU students experienced a semester abroad, one student attended a semester at the Webster campus in St. Louis, two students went to our Webster campus in Geneva, Switzerland, while one other undergraduate student took the semester to experience student life at our international partner institution; The University of Roehampton in London.

4.1.7 Scholarships granted or arranged by WVPU

WVPU students have several options available to finance their studies, such as scholarships, student loans, sponsorships, U.S. Federal Aid, Veteran Benefits for U.S. Military Veterans and Dependents, and others. WVPU provides comprehensive information about the university's finance processes to its students including information about the individual registration and payment options, educational expense, and tax reimbursement as well as financial aid and scholarship programs.

In 2024-2025, 137 students benefitted from the extensive scholarship program. In total, 27% of WVPU's entire student body were supported financially with scholarships [last year, 134 students, 26% respectively]. The total amount of scholarships awarded to the students including WVPU Training, WVPU Partial and sponsored scholarships was 514.179,40 euros.

Figure 7: Scholarship recipients



These scholarship opportunities play an important role in the recruitment of new students to WVPU. All scholarships are awarded based on exceptional academic achievement and financial need. Scholarship students must prove continuous academic success to continue in the scholarship program until they complete their studies.

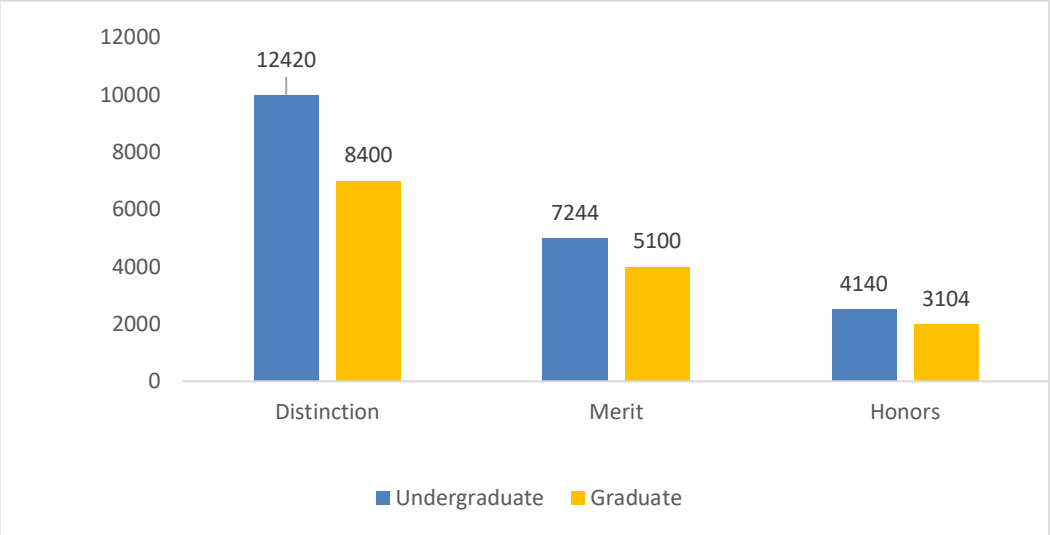
Types of WVPU scholarships

- Webster Vienna Training Scholarships (awarded on a semester basis): aims to give all students the opportunity to gain valuable skills outside the classroom. These training opportunities are available to all students, and recipients are chosen through a transparent process. Students support a faculty member with his / her research or assist staff members in relevant administrative departments, e.g., in the library, computer lab, in an academic department with a workload similar to a 4-8 ECTS course across 14 weeks. The scholarship is offset against the tuition fees depending on level and effort required as well as the

workload hours per week: For undergraduates, the discount is between EUR 1.132,00 and EUR 4.530,00 while for graduate students, the discount is between EUR 2.550,00 and EUR 5.100,00 per semester.

- WVPU Partial Scholarships (awarded annually): Students receive a reduction in course fees from 10% to 50%. The requirement is a total GPA of 3.0 to 3.5 depending on the type of scholarship. A committee of representatives from relevant departments selects the recipients of these scholarships. There are three different levels for the amounts awarded per academic year:

Figure 8: Amount awarded in 2024-2025



- Scholarships from external sponsors (awarded annually): The prerequisite is an overall GPA of 3.0 to 4.0 depending on the sponsor's specifications. In 2024-2025 Borealis and the City of Vienna covered 40% to 100% of the tuition fee for 13 students. A committee of representatives from relevant departments selects the recipients of these scholarships.
- In addition, the university also supports Webster alumni with a Webster Vienna Second Degree Grant for their second degree at the university by waiving 20% of their tuition fee during their degree. The Webster Vienna Legacy Tuition Grant is a program that provides a 10% reduction in tuition for new incoming students whose sibling or parent (core family) currently attends WVPU or graduated from any of the Webster University networks of campuses. A 5% reduction in tuition applies to extended family members (aunts, uncles, nephews, nieces, grandchildren, etc.).

In 2024-2025 WVPU credited the Second-Degree Tuition Grant to 13 students (since August 2020 the eligible student receives a graduate tuition fee discount of 20%). 20 students received the legacy grant (5% or 10% of the tuition fee).

On top of the 137 students receiving scholarships, 16 students (8.1 % of the total student body) financed their tuition fees with US annual state loans and VA benefits in the total amount of EUR 184.004,15.

4.1.8 Tuition fees

The total amount of tuition fees depends on the number of courses taken per term and semester, the sequence in which the courses are taken and the course availability. One course usually corresponds to 6 ECTS for undergraduates and 7.5 ECTS for graduates but can vary from 2 to 15 ECTS. The textbooks are included in the tuition fees.

4.1.8.1 Bachelor’s degree

During the academic year 2025-2026, full-time students taking between 12 and 18 ECTS per semester were charged a "flat fee" of EUR 11.915,00 per semester. Any additional credits beyond that equaled EUR 755 per credit.

Part-time students (up to 22 ECTS per semester) as well as students during the optional summer term paid EUR 2.265 per course in tuition.

The total tuition fee for a 120-credit bachelor's degree course ranged between EUR 71.490 and EUR 95.320, for full-time and part-time students respectively.

4.1.8.2 Master's degree

- Most course fees at the master's degree level are for 7.5 ECTS courses including textbooks.
- The tuition fee for one course equaled EUR 2.550 (EUR 850 for 3 ECTS)
- The estimated total program fee for the Master in Finance, Marketing, International Relations and the MBA (excluding prerequisites) equaled EUR 30,600 for 36 ECTS.
- The estimated total program fee for the MA in Psychology equaled EUR 40,800 for 48 ECTS.

5 Faculty and staff

5.1.1 Key developments and analysis

WVPU continued to attract internationally oriented and renowned professionals. The university's diverse, international roster of personnel and externally contracted lecturers and visiting professors requires that it provides a constructive, supportive work environment to perform and excel. The permanent faculty (excluding Associate Director) are distributed among four academic departments (Business and Management, International Relations, Media Communications, and Psychology) covering the core subject areas of the degree programs and focusing on research activities. The university's personnel plan for the next years foresees growth among the scientific staff, including the addition of faculty to deliver a PhD program as well as for the newly accredited program in computer science and sees such development as a key success factor for the future. The development and promotion of university staff, enhancing the skills and increasing the responsibilities of the scientific and administrative personnel is essential for the efficient and professional functioning of the university. These developments are in line with the university's strategic goal to substantially expand its scientific staff over the coming years thereby creating the intellectual critical mass to develop postgraduate programs, research institutes, and acquire highly competitive third party scientific research funding.

5.1.2 Scientific staff

During the academic year 2024-2025, WVPU employed 19 [previous year 18] permanent faculty (18 FTE) an increase of one on the previous year. In addition to covering the core subject areas of their respective programs, the faculty had 3 books translated and published Spanish, Russian, and Danish along side numerous chapters in internationally recognized peer-reviewed, edited volumes from academic publishers including Elsevier, Routledge, Springer Nature and Edward Elgar. In combination with journal articles in leading publications such as the Journal of Common Market Studies, Brain Sciences, International Journal of Consumer Studies, and Review of Development Economics, WVPU faculty continue to expand and deepen the institution's global intellectual footprint.

In addition to the faculty, WVPU employed 7 scientific support staff. Scientific staff attended numerous external and internal professional development activities respective to their fields.

5.1.3 External scientific staff

External lecturers play an important role in all universities and WVPU relies on them to bring up-to-date real-life experience into the classroom. Often beneficiaries of annual teaching excellence awards decided by the students, their quality and commitment are some of the most essential resources for the success of the university. During the academic year 2024-2025, WVPU employed 68 external lecturers also called adjunct faculty members. Adjunct faculty are individuals contracted for course instruction on a limited basis for the duration of the course, including all final assessments, and who teach in their specific fields of demonstrated expertise. For the duration of their assignment, adjunct faculty are invited to participate

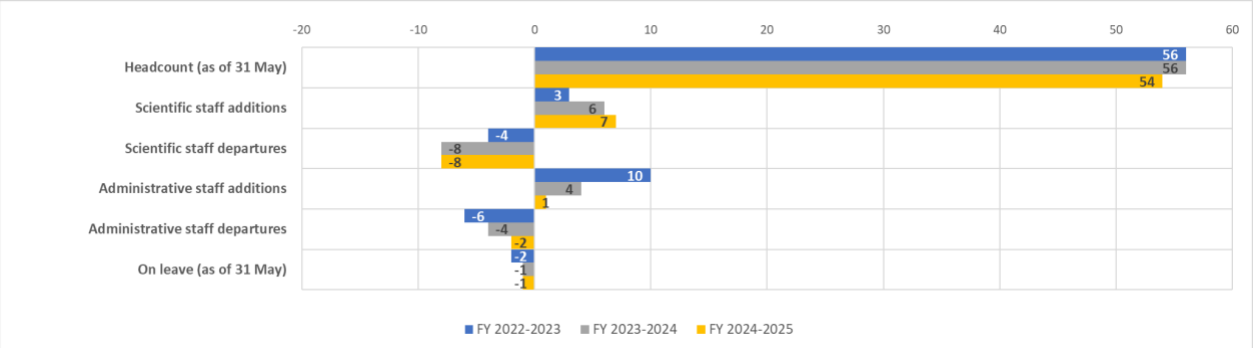
in relevant activities and programs of the respective academic units. Depending on the level of the course assignment, adjunct faculty hold a terminal degree (Doctoral equivalent) in their field of expertise or equivalent tested experience in real-world situations relevant to the discipline in which they teach. Such credentials may include, but are not limited to pertinent certifications, years of advanced work experience, and publications.

5.1.4 Headcount in 2024-2025

WVPU is squarely focused on providing our students with a world class education delivered by a highly professional roster of faculty and staff. At the close of the 2024-2025 period, WVPU employed 54 individuals (Full-Time Equivalent 47.9) plus one employee on maternity leave. This compares to 56 individuals (Full-Time Equivalent 49.2) plus one employee on maternity leave at the close of the previous year. The university hired 8 new employees in the fiscal year from June 1, 2024, to May 31, 2025, adding 7 scientific staff, including Faculty and Scientific Support Staff (4 female and 3 male) and 1 administrative staff (1 male). In keeping to our commitment to deliver the state-of-the-art in our classrooms, we also contracted 68 qualified experts from across the public and private sectors to teach courses throughout the year.

As with any thriving environment, we also had to bid farewell to twelve of our employees who took on opportunities elsewhere, among which included two administrative positions (2 male) and eight scientific staff positions, including the Rector (2 Faculty appointments, 6 Scientific Support Staff; 6 female, 2 male).

Figure 9: Comparison of employment (fiscal years 2022-2023, 2023-2024 and 2024-2025)



Overview of all entries and exits at WVPU during the academic year 2024-2025:

ENTRIES	
Administrative Staff	
Facility Officer	April 1, 2024
Scientific Staff	
University Counselor and Head of Counseling Services	September 1, 2024
English for Academic Purposes Instructor (temporary position)	September 1, 2024
Student Assistant, B&M Dep (limited contract for project assignment)	October 1, 2024
Language Center Tutor	January 1, 2025
Faculty	
Assistant Professor of Digital Business	July 1, 2024

Associate Professor of Psychology	February 1, 2025
Visiting Professor, B&M Dep	April 1, 2025
EXITS	
Administrative Staff	
Senior Finance Officer	June 3, 2024
Facility Officer	March 31, 2025
Scientific Staff	
English for Academic Purposes Instructor (temporary position)	June 1, 2024
University Counselor and Head of Counseling Services	June 14, 2024
Language Center Tutor	December 31, 2024
Student Assistant, B&M Dep (limited contract for project assignment)	March 31, 2025
Research Assistant, B&M Dep (limited contract for project assignment)	March 31, 2025
Pre-doc/Post-doc Researcher, B&M Dep (limited contract for project assignment)	April 30, 2025
Faculty	
Assistant Professor of Political Philosophy	June 1, 2024
Rector	January 31, 2025

5.1.5 Documentation of appointment procedures of professors in the reporting period

The following positions were filled during the reporting period:

- Assistant Professor of Digital Business, July 1, 2024
- Associate Professor of Psychology, February, 2025

Appendix 2 contains copies of the job announcement which were distributed electronically in relevant media.

5.1.6 Measures taken to support young academics and staff development

In recent years, WVPU has continued to implement measures aimed at supporting academic excellence and promoting staff development. A regularly budgeted program for professional development ensures equal allocation per individual. This initiative is complemented by efforts to disseminate opportunities for staff and faculty development, as well as mobility through Erasmus+. Recognizing mobility as a key aspect of professional growth, the university also leverages external funding, such as Webster's Leif J. Sverdrup Global Teaching Fellowship, to encourage young academics to participate in mobility programs.

On the administrative side, bi-annual feedback meetings between supervisors and staff have become regular practice. To address planning and organization of research and teaching activities more effectively, the university holds direct performance agreement discussions with individual faculty members. This approach allows for tailored guidance to faculty members, particularly in prioritizing their activities and setting realistic publication goals as part of a structured pathway toward securing prestigious early-stage grants.

Faculty performance in the classroom is closely monitored through an online student course evaluation system. This comprehensive, anonymous, and digital system supplies critical feedback from students, which is invaluable for ensuring the quality of courses and improving programs. Students complete the evaluations at the conclusion of each course, and the results are made accessible to every faculty member. Department heads routinely review these evaluations to inform decisions related to assessment, course assignments, and the re-hiring of external faculty. These evaluations also play a significant role in curricular planning, faculty performance assessments, and the development of both short-term and long-term academic programs.

In addition to the standard course evaluation system, WVPU uses a new evaluation specifically for first-time instructors. Conducted during the third week of their initial course, this early evaluation provides instructors with actionable feedback and specific suggestions for improving their teaching methods or course content for the remainder of the term or semester.

WVPU recognizes both faculty and adjunct faculty members who demonstrate teaching at its finest. Various teaching awards are presented to the faculty at the WVPU commencement ceremony. Each year, students vote for the Teacher of the Year. Additionally, the Senate selects a colleague based on his/her/their course evaluations and regarding creativity and effectiveness in teaching.

6 Measures for gender equality, diversity & inclusion

WVPU believes that diversity and inclusion help cultivate academic excellence and continuously strives to eliminate the under-representation of women wherever present. It ensures equal working conditions and equal access to all means and opportunities in the areas of infrastructure, financial resources, and remuneration. Thus, all its employees undergo mandatory training in sexual harassment, and the university requires that all communication (internal and external) occurs with respect to the values of the Webster community and cultural sensitivities of its members by avoiding national, racial, ethnic, or religious slurs, acts or words of gender bias or sexual harassment, intimidation, insults, or innuendo, and ad hominem attacks toward any individual. In December and April the university organized two separate diversity training workshops; one for supervisors and another for all employees.

WVPU began reporting annually on the status of equal opportunity employment and affirmative action (EOE/AA) in 2017 providing information about e.g., the distribution of gender, nationalities, part-time or full-time employment and initiatives in diversity and inclusion. In March 2017, the University Senate established the Working Group on Equal Opportunities (WGEO) consistent with the procedures outlined in the Constitution. The WGEO subsequently composed and submitted the WVPU Affirmative Action Plan for Managing Diversity and the Advancement of Women (AAP), which was adopted by the Executive Board in May 2019. Since then, the university has expanded its organization of internal workshops, panel discussions, and other relevant activities, increased its participation in external workshops, expanded opportunities for part-time employment and flexible hours, and instituted a system of mandatory training in sexual harassment for all employees.

WVPU also demonstrated its commitment to equity, diversity, and inclusion through various events, such as those commemorating International Women's Day, which facilitated discussions on gender equality and workplace mistreatment. Initiatives like a guided tour of the Austrian Parliament for students, staff, faculty and alumni with a special focus on the accomplishments of women in parliament highlighted WVPU’s efforts to engage the community on these important issues.

Further, WVPU encourages faculty of all departments to integrate the topic diversity and gender in research and teaching. WVPU’s course offerings underline the importance of gender and related social equity topics throughout its curriculum. At the commencement ceremony of this reported period, WVPU again specifically awarded faculty who most successfully integrate diversity in their teaching. This year’s awards went to faculty member Franco Algieri, Assistant Professor of International Relations and Suzanne Preston-Mroz, an adjunct faculty member in the Psychology department.

Gender topics and the treatment of gender issues are central components of a WVPU education. Related modules are present in almost all of its syllabi, regardless of discipline. Not only does the university encourage faculty of all departments to integrate topics related to diversity and gender in research and teaching, it requires that all undergraduate students take courses that explicitly cover gender and diversity matters as part of the Core Curriculum Module.

The following courses are specifically dedicated to or fully integrate related research:

- **WGST 1010/50 Women, Gender and Sexuality Around the World (FA24):** This course explores global gender equality, women’s rights, and feminist theory, using multimedia resources to examine gender roles, intersectionality, societal power dynamics, and feminist movements across historical and cultural contexts.

- **ANSO 1050/50 Global Social Problems (FA24 and SP25):** This course examines global inequalities, focusing on race, class, and gender's impact on life chances. It emphasizes gender-based social issues, discrimination, feminist perspectives, and activist efforts, offering a comprehensive view of global gender disparities and equality.
- **INTL 2610 Advocacy, NGOs and Civil Society (FA24):** In this course, the focus on the role of NGOs and advocacy underscores the importance of championing gender and diversity issues as critical components of sustainable development and humanitarian practices. By integrating gender equality into its frameworks, the course prepares students to navigate and address the complexities of inclusivity in global contexts.
- **MDST 2800/50 Media, Diversity, and Society (SU24 and SP25):** This course examines how news, advertising, and entertainment media represent gender, cultural diversity, and protected status groups. Through critical analysis and media production, students explore how media structures, ownership, and content shape attitudes toward women, minorities, and marginalized communities across global contexts.
- **ANSO 2890/50 Health, Illness, and Power (FA24):** This course examines health experiences within power structures, focusing on gender-based inequalities in maternal health, reproductive rights, and healthcare access for marginalized communities. It emphasizes gendered power dynamics in healthcare and reproductive technologies through a multidisciplinary lens.
- **MNGT 3470/50 Women in Management (SU24):** This course critically examines challenges faced by women in leadership, blending historical context, personal narratives, and contemporary analysis. It explores systemic barriers and effective leadership strategies to help women succeed in management.
- **KEYS 4014/50 Social Movements and the Impact of Technologies (FA24 and SP25):** This course explores social movements with a focus on gender equality and feminist activism, examining the role of technology in mobilizing feminist causes. It emphasizes digital activism's impact on women's rights movements and the influence of globalization on transnational advocacy.
- **PSYC 4400/50 Human Sexuality (FA24):** This course examines human sexuality within biological, cultural, social, and political contexts. It addresses gender differences, sexual orientation, reproductive health, sexual rights, and social responsibility, emphasizing evidence-based research and critical analysis to understand diverse sexual experiences, norms, and inequalities across societies.

In the AY 2024-2025, WVPU focused on implementing the activities and plans to improve and further foster gender equality at WVPU according to its Gender Equality Plan. A survey among staff and faculty was conducted in spring 2025 on measuring the effectiveness of WVPU's offerings on work-life balance (e.g. Home Office, FlexTime, Work from Anywhere, Part-time option). The results showed that the implemented offers are well perceived and respected by the employees. Employees with care obligations raised no complaints or issues in combining their work duties with their private life.

We continued our demand by new faculty to commit to WVPU's goals and values regarding gender equality and inclusion. To this end, they are asked to provide a statement in which they describe their commitment to diversity and contribution to an inclusive professional environment. Regarding third-party funded research projects, faculty is aware of including gender dimensions into their project as it is a request of most of the smaller and larger funding agencies. Statements about gender aspects for third-party proposals, as they are required e.g. by the Austrian Science Fund (FWF), are not standardized at WVPU to promote active reflection about possible gender dimensions within the own project. This measurement proved most fruitful.

Regarding teaching, WVPU is determined to further include gender-relevant topics. While protecting the freedom of teaching, all (adjunct) faculty are motivated to integrate gender relevant topics into their syllabi. The "Diversity in Teaching"-Award, introduced in the AY 2022-2023, works here as an incentive. The winners receive € 500, -. Regular checks of the syllabi show that the vast majority of the permanent and adjunct faculty already include gender aspects in their course content and only in very few cases where gender aspects are negligible (e.g. macroeconomics) is the topic left out.

A special highlight was a guided tour through the Belvedere in April 2025. The tour touched how blackness is represented in the museum's collection and the history of people of color in Vienna throughout the century. It was free of charge and open to students and employees and should strengthen further the cultural-historical understanding of inclusion and diversity.

7 Funding and resources

7.1 Presentation of current financial management

WVPU's financial consolidation and growth continued in the reporting period. The university's fiscal year began on 1 June 2024 and ended on 31 May 2025. Compared with the previous reporting period, WVPU recorded a substantial increase in revenue and a significantly improved operating result. This development was primarily driven by strong student enrolment, particularly higher-than-expected student intake in the Spring semester, continued demand for WVPU's academic programmes, and prudent cost management.

Webster Vienna Private University operates as a not-for-profit association under the Austrian Associations Act. The legal entity of the university is the Bildungsverein für die Freunde der Webster University (St. Louis, USA), with its registered seat in Vienna.

The university is financed predominantly through student tuition and fees. Tuition revenue increased from EUR 8,339,049.51 in 2023/24 to EUR 10,177,036.59 in 2024/25. Total revenues increased from EUR 7,800,265.74 in 2023/24 to EUR 9,671,061.84 in 2024/25. The increase reflects the continued growth of the student body and the associated increase in tuition-based income.

The financial statements for 2024/25 are attached as Appendix 4. In addition, the Comfort Letter issued by Webster University, St. Louis, USA, on 31 May 2025 is attached as Appendix 3. The Comfort Letter confirms that WVPU will be provided with sufficient financial resources to meet its payment obligations if required. The commitment is valid at least until 2026.

The following table presents the central revenue categories for the reporting period and the previous reporting period. It also identifies third-party funds and other significant revenues of EUR 10,000 or more.

Revenue category	2024/25 in EUR	2023/24 in EUR	Comment
Tuition	10,177,036.59	8,339,049.51	Main revenue source of WVPU
Graduation fee	8,200.00	9,225.00	**Below EUR 10,000 in 2024/25**
Late registration fees	23,640.00	22,850.00	**Significant revenue above EUR 10,000**
Ticket fees	20,096.00	19,630.00	**Significant revenue above EUR 10,000**
Grants, national and international	75,215.65	26,630.57	**Third-party funds above EUR 10,000**
Scholarship allowances	-665,299.15	-654,904.30	Tuition reductions / scholarship allowances
Other allowances	-15,300.00	0.00	Allowances affecting net revenue
Other revenues and fees	47,472.75	37,784.96	**Aggregated category; no individual item in this category exceeded EUR 10,000**
Total revenues	9,671,061.84	7,800,265.74	Total recognized revenue

The third-party funds recognised in the reporting period consisted of an Austrian third-party grant in the amount of EUR 53,554.13 and a U.S. third-party grant in the amount of EUR 21,661.52. In the previous reporting period, third-party grants amounted to EUR 26,630.57. Other revenue categories exceeding EUR 10,000 in the reporting

period were late registration fees and ticket fees. The category “other revenues and fees” consists of smaller revenue items such as parking income and facility rental income; no individual item in this category exceeded EUR 10,000.

Overall, the reporting period shows a positive development in WVPU’s financial management compared with the previous reporting period. Revenue growth was primarily tuition-driven and therefore directly linked to increased enrolment. The university continued to manage expenses prudently while maintaining the academic, administrative, and infrastructural resources necessary for its teaching, research, student support, and institutional development activities.

8 Internal Evaluation

The newly introduced requirements for internal evaluation (§ 6 para. 3 PrivH-JBVO 2025) do not apply for this academic year, as the only program accredited after 1 January 2023 is the Bachelor of Science in Computer Science, which was accredited on 23 August 2025. The internal evaluation will therefore be included in the annual report for the academic year 2028/2029, in compliance with the requirements.

9 Research

9.1 Major developments and analysis

In accordance with the university's internal quality assurance guidelines, continuous monitoring of faculty research activities has been implemented. This assessment is based on the individual performance agreements that each faculty member signs with the Rectorate. While the overall research output has been satisfactory in both quantity and quality, WVPU still falls short in attracting successful scientific grants. Specifically, younger faculty members are required to build a strong publication foundation before submitting research proposals, while established researchers now have access to significantly enhanced research support services. Additionally, WVPU has introduced measures to foster a robust research culture within the institution.

9.2 Research of the institution

The integration of research and teaching at WVPU was also evident in our faculty’s scholarly achievements. In the 2024–2025 academic year, faculty members secured three grants totalling just over €231,000, participated in 33 renowned academic conferences with full papers or comparable contributions and published 38 scholarly works — including 15 peer-reviewed journal articles, 10 book chapters, one book and three conference proceedings — alongside nine reviews, magazine pieces and newspaper articles.

WVPU faculty continued to gain international recognition for their scholarship. Many served as reviewers or editors for leading journals such as the *European Journal of International Relations, Archives of Sexual Behavior, Journal of Sex Research and Journal of Media Ethics.* Others reviewed for granting bodies such as the Evaluationsagentur Baden-Württemberg, Germany (EVALAG), or served as jury members at EUCYS 2024 (European Union Contest for Young Scientists). WVPU faculty also regularly publish in leading journals, including the *European Journal of Business and Management Research, Brain Sciences, Applied Economics Letters, European Security, Advances in Strategic*

Management and the Journal of Neuroscience Methods as well as with major publishing houses such as Edward Elgar Publishing, Routledge and Springer.

Some highlights of their achievements during the academic year 2024-20245 include:

- Marc Méhu, Associate Professor of Psychology, joined the successful Horizon Marie Skłodowska-Curie Actions project MASKED *(Motor health and semiotic function in the kinesthetic expressivity of neurodegenerative disease).* This research uses biosemiotics to better understand and potentially diagnose neurodegenerative diseases — particularly Parkinson's disease — through the study of facial expressions and other kinesthetic behaviors. The project brings together a network of researchers from Europe and North America.
- Gerulf Rieger, also Associate Professor of Psychology, researches human sexuality and orientation. Supported by a six-figure grant from the American Institute of Bisexuality and the W. S. Boston Trust, he established the *HuSexLab* at WVPU. There, he studies sexual arousal and tests groundbreaking non-invasive methods for measuring levels of arousal and excitement. His work has broad implications for understanding the development of differences between and within the sexes, how individuals perceive themselves and others and the biological and social contexts influencing human sexuality.
- Jozef Bátora, Full Professor in the Department of International Relations, hosted an international workshop on *Central and Eastern European Actorness in International Relations.* Attended by IR scholars from leading EU universities (with discussants from Austrian institutions), the workshop examined the role of Central and Eastern European EU member states in global politics and the factors shaping their international actorness. The resulting papers will be published as a special issue of the *Cambridge Review of International Affairs.* The event was supported by the City of Vienna.
- In the Business and Management Department, Associate Professor Menbere Workie, Assistant Professor Boris Fišera and Full Professor Nikolaos Antonakakis published a joint paper titled *Beyond Competitiveness: Is Productivity Everything?.* Using a panel dataset of 62 countries from 2007–2019 and the local projections (LP) approach, they examined the predictive power of competitiveness — approximated by the Global Competitiveness Index (GCI) — and productivity for economic growth. Their findings indicate that higher financial development, institutional quality and certain cultural traits help explain the divergence between productivity and competitiveness in advanced economies.

Appendix 5 (Faculty Research Activities and Publications for 2024-2025) lists the research output of all our permanent faculty during the academic year 2024-2025.

9.3 Research grants and external research funding

In the academic year 2024-2025, research faculty at WVPU submitted eight grant applications for more than TEUR 1,771, -. In May 2025, Assoc.-Prof. Marc Méhu from the Psychology Department received TEUR 205, - as member of a consortium in the project "MASKED", funded by Horizon Marie Skłodowska-Curie Actions. The cooperation spanning universities, research institutes and non-academic partners in Europe and Northern America studies early markers of Parkinson and will contribute to the understanding and diagnosis of this illness. The Psychology Department welcomed Assoc.-Prof. Gerulf Rieger in February 2025 who joined WVPU with two grants by the W.S. Trust and by the American Institute for Sexuality with a total amount of over TEUR 200, -. With parts of the money, he installed a lab at WVPU to measure empirically sexual arousal and to study sexual identities, thus deepening our understanding of sexual orientation from a biological standpoint. In the same department, Ass. -Prof. Didem Kepir-Sávoly was invited to join an Erasmus + KA 220 initiative that aims to improve EU Undergraduates' climate change awareness, sense of responsibility and psychological well-being. As part of a consortium, she could secure TEUR 40, - for her research. In total, the faculty members of WVUP could attract EUR 451,410, - of funding.

In addition, EUR 22,634, - were granted by the Erasmus+ program KA 131 for the promotion of mobility of our academic and administrative staff for teaching and training purposes. This is an increase of about EUR 4,000, - compared to the previous year.

Regarding enhancing the quality of grant proposals, the university multistep process that seeks approval from the respective academic department heads and the Research Support Services, the Heads of Finance and Administration and the Rector proved to be successful. This internal approval process is documented and signed by all stakeholders at each step through the WVPU Proposal Approval Form. In the AY 2022-2023 the step of a Research Seminar where faculty presents their research proposals before internal and external peers has been introduced, and is has proved so far successful in terms of feedback and qualitative input.

Departmental Analysis

The **Business & Management** department has demonstrated strong research dynamics, with outputs in recognized journals, contributions to international conferences, and a growing body of grant-funded work on working-time models, employee behavior, and digital transformation in services. The department's involvement in externally funded projects has also facilitated research assistantships and postdoctoral appointments, which contribute to strengthening the department's research pipeline. However, a more balanced distribution of publication and grant acquisition among the faculty is requested.

In **International Relations**, faculty productivity remains high, particularly in areas related to European security, foreign policy analysis, and Russia studies. Faculty members have contributed to policy-relevant publications, book projects with international academic publishers, and leading disciplinary conferences. Beyond publications, research visibility has been amplified by invited talks, expert roles for national ministries, and participation in international policy fora — indicating that the department's expertise is in growing demand beyond academia. In the future, we plan an increase in grant acquisitions in this department.

The **Psychology** department has maintained a strong scholarly output, publishing empirical studies in well-established journals across areas such as emotion research, pragmatics, and sexuality studies. A new lab focusing on studying human sexuality from a biological perspective, funded by a grant by the American Institute for Bi-Sexuality, proofs the department's potential. Participation in large-scale international collaborations, as well as involvement in competitive grant proposals and program committees, underscores the department's active integration into global research networks. The continuation of long-running multi-institutional projects and the preparation of major grant proposals further signal a positive forward trajectory.

In **Media and Communication**, faculty research activity was supported by book publications, encyclopedia contributions, and participation in international conferences. In addition, long-standing reviewer roles and editorial responsibilities for established journals demonstrate sustained engagement with the international scholarly community. Though rejected but with three reviews grading the proposal as "excellent", a FWF proposal by A. Löwstedt emphasizes future potential and expectations in the department.

The **Computer Science** department, established in spring 2025, has already demonstrated the strong potential of its departmental leadership under Professor Peter M. Roth. Although currently holding a dual appointment at WVPU and the University of Veterinary Medicine Vienna, his research contributions—rooted in applied data science and AI-driven methods in veterinary contexts—reflect his ongoing cross-institutional engagement. At the same time, these outputs offer an early indication of the department's future capabilities. The methodological rigor and interdisciplinary orientation of his work point towards substantial quantitative and qualitative contributions that will be directly transferable to WVPU's research priorities in economic and socio-political change. As the department continues to grow, these foundations are expected to support a broader expansion of data-driven research aligned with the university's strategic agenda.

Across the institution, **reviewing, editorial board memberships, and committee service** reflect a notable increase in WVPU's integration into international academic quality-assurance structures. Faculty routinely serve as reviewers for respected journals and grant agencies, reinforcing both the credibility and visibility of WVPU's academic work.

Finally, WVPU has expanded its **third mission and public outreach activities**, with faculty engaging in policy advisory roles, executive training, public lectures, media commentary, and dissemination of research to non-academic audiences. These activities contribute to the university's societal impact and enhance its recognition among practitioners, policymakers, and the broader public.

Overall, while external funding success remains a strategic objective, the reporting period shows clear evidence of **growing research engagement, international collaboration, and academic visibility**. The breadth and quality of outputs suggest that WVPU's research culture is strengthening and that institutional measures supporting research are beginning to produce measurable results.

10 National and international cooperation

WVPU is dedicated to fostering and expanding its collaboration with national and international partners across higher education, industry, government, and society. This commitment extends to promoting student and staff mobility, facilitating internships, and integrating expert practitioners into classroom learning. Through its faculty, Advisory Board, and Alumni Association, WVPU actively engages with academic institutions, businesses, and organizations both locally and globally to host seminars, conferences, and collaborative projects, among other enriching activities.

Central to WVPU's mission is its pursuit of research partnerships and the promotion of knowledge transfer, which enhances the university's scholarly footprint. Internationalization is a core aspect of WVPU's mission to provide a globally oriented education, reflected in its history and embedded in its operations and values.

WVPU's Internationalization Objectives:

- Promote cross-border mobility and cooperation in education and training

WVPU supports international partnerships, networks, and opportunities for students, faculty, and staff exchanges. By deepening existing collaborations and forming sustainable new partnerships with academic institutions, businesses, and governmental or non-governmental organizations, WVPU opens doors to greater global outreach, visibility, and reputation. High-quality, personalized services ensure the integration of incoming students into academic and social activities, while outgoing participants are supported in their educational and cultural experiences abroad.

- Overcome socio-economic and international barriers while fostering an inclusive and innovation-driven approach to global education

WVPU is committed to diversity and inclusion, seeking to widen participation in global education through targeted outreach programs, equitable recruitment policies, and financial assistance that reduces barriers to entry, progression, and mobility. These efforts ensure that international opportunities are accessible to all.

- Support the automatic mutual recognition of diplomas and learning periods abroad

By adhering to national qualification frameworks and the standards of the Bologna Process, WVPU ensures transparency, consistency, and reduced barriers to mutual recognition of academic credentials. Continuous modernization and quality improvements in academic services further align the university's programs with international benchmarks.

WVPU's proactive approach to partnerships and internationalization reflects its dedication to equipping students, faculty, and staff with global opportunities while enhancing the institution's impact and reputation worldwide.

10.1 Research cooperation

In the academic year 2024-2025, WVPU sustained its commitment to fostering research cooperation, marking another year of prolific academic collaborations across its departments including Business and Management, International Relations, Media Communications, and Psychology, and the new Computer Science Department. Faculty members engaged in a myriad of research projects with national and international universities and research institutions, cultivating personal relationships and collaborative networks that span across continents. The depth and breadth of these collaborations are detailed in Appendix 6 "National and International Cooperation," showcasing WVPU's productive research community.

The university's faculty members engaged in several projects that bridge the gap between academia and practical application, such as Professor Pernille Eskerod's ongoing work on stakeholder engagement in infrastructure projects via social media, in collaboration with the University of Sydney. Dr. Menbere Workie, Associate Professor in the Business & Management Department, collaborates in several third-party funded projects with colleagues of the Slovak Academy of Science. Dr. Didem Kepir-Sávoly, Assistant Professor in the Psychology Department, has further strengthened her research collaboration with her Turkish colleagues by successfully acquiring an Erasmus + KA 210 grant on "Improving EU Undergraduates' Climate Change Awareness, Sense of Responsibility and Psychological Well-being".

Assistant Professor Eva Zedlacher finished in her third-party funded project "Four is More?" with Martina Hartner-Tiefenthaler (TU Wien) and thus continued an already successful collaboration. Part of this project included also the collaboration with non-academic stakeholder, that are business and companies in Lower Austria and Styria on the implication and effects of the Four-Day Week. Jana Mikats, who finished her PhD in summer 2024, was hired as a research assistant for this project at WVPU and worked on her first third-party funded project in 2025 under the guidance of Dr. Zedlacher, proofing WVPU's capabilities to promote and train young researchers.

In the same year, Associate Professor Marc Méhu joined a consortium for the submission of a Horizon Marie Skłodowska-Curie Staff Exchange proposal on *Motor Health and Semiotic Function in the Kinesthetic Expressivity of Neurodegenerative Disease* (MASKED) which was approved in summer 2025. Parts of this consortium are, next to WVPU, the Univerzita Palackeho in Olomouc (coordinator), Erasmus University in Rotterdam, University of Florida, University of Vienna, Toronto Metropolitan University, Duke University, Sagewrite, and the regents of the University of California. The integration in this group of renowned universities and researchers, prooves again WVPU's international standing as research institution.

10.2 Cooperation in teaching and mobility

In the AY 2024-2025 WVPU faculty undertook different forms of mobility activities around the globe, from conference and research travels to professional development measures. Professor Pernille Eskerod continued his exchange with her colleagues at the University in Southern Denmark and at the University of Sydney as physical and blended mobility.

Regarding conferences– to mention a few examples –, Assistant Professor Anatoly Reshetnikov participated with two full papers at the Annual Convention of International Studies in Chicago in March 2023, one of the major conventions in International Relations. Full Professor Jozef Bátora attended a workshop on *Recognition in the European Union: Struggles for ethical community, justice and identity* at the Jagellonian University, Krakow in Poland. In September 2024, Associate Professor Bradley Wiggins participated in a plenary talk on *Make Memes, not War? Uses of Humor in Times of Crisis* at the CELSA Conference: Humor and Conflict in the Public Sphere, Tartu, Estonia. And Associate Professor Menbere Workie presented together with his WU colleagues F. Fidrmuc and M. Siranova their joint research on *Does high capital flight reduce domestic investment? An empirical examination from a Meta-analysis* at the esteemed European Economic and Finance Conference in Athens in June 2024.

The AY 2024-2025 saw again a significant increase in the Erasmus + mobilities. Among faculty, Assistant Professor Marco Bocchese used the Erasmus + teaching mobility again after he was re-invited to hold his course at New York University in Prague about "Politics of Violence" as part of the *UNYP's International Teaching Week*. Professor Pernille Eskerod participated in a professional development measurement in applying simulation training in the classroom at ELTE in April 2025. She applies the gained skills as didactic methods in her courses, thus implementing moder teaching approaches and teaching real-life situations.

Dr. Boris Fišera was a guest lecturer at the Zeppelin University in Friedrichshafen, Germany. He was invited by the highly esteemed Prof. Jarko Fidrmuc. He connected this lecture with a research trip, strengthening his connections to the Zeppelin University.

As part of its commitment to academic excellence and interdisciplinary dialogue, Webster Vienna Private University hosted two renowned scholars during the 2024–2025 academic year under the prestigious Dr. Elizabeth Chopin Endowed Visiting Professorship: Dr. Thomas Oberlechner, a leading expert in financial psychology and Dr. Marianne Schmid Mast, a celebrated figure in the fields of communication and leadership psychology. Dr. Oberlechner's work

bridges economics and psychology by exploring the emotional and cognitive factors that shape financial decision-making. During his time at WVPU, he delivered insightful lectures and seminars focused on how psychological biases and emotions influence investor behaviour and market dynamics. His expertise offered students and faculty a unique perspective on financial markets, emphasizing the importance of understanding human behaviour beyond traditional economic models. These sessions encouraged robust academic discussions and expanded interdisciplinary approaches to economic phenomena, highlighting the relevance of behavioural finance in today's complex financial landscape. The Dr. Elizabeth Chopin Endowed Visiting Professorship has been instrumental in bringing leading voices in social sciences to Webster Vienna's campus, fostering a vibrant academic culture enriched by global perspectives. This year's visiting scholars have contributed significantly to the university's mission to blend theoretical rigor with applied learning, equipping students with the knowledge and skills needed for success in an interconnected and rapidly evolving world.

10.1 Public outreach, cooperation, and dissemination

WVPU continued to emphasize the importance of knowledge transfer through public outreach and dissemination, recognizing these efforts as central to its teaching, learning, and broader community engagement. This approach aligns with WVPU's dedication to social responsibility and its principle of promoting knowledge-based decision-making through accessible forums and the sharing of information. At WVPU, a strong commitment to hosting thought-provoking events and fostering public dialogue ensures that the community engages with timely global issues and diverse perspectives. Coupled with a supportive academic environment, these events inspire critical reflection and broaden horizons, involving international authoritative guests and engaging participants in meaningful discussions on complex issues.

On September 4, Webster Vienna Private University hosted the kick-off and closing event of the EmpowerHer transatlantic initiative, organized by the American Chamber of Commerce in Austria in partnership with the U.S. Embassy. Launched in 2023 at Webster Vienna, EmpowerHer is dedicated to advancing women's empowerment in the business community, emphasizing the positive impact of equal opportunities and gender diversity in leadership. The event attracted a distinguished audience of executives, mentors, mentees and professionals committed to closing the gender gap. U.S. Ambassador to Austria Victoria Reggie Kennedy served as the guest of honour, offering inspiring remarks on the initiative's origins and the ongoing need to promote women's economic empowerment. Ambassador Kennedy highlighted that including women in senior leadership roles benefits organizations and society at large but acknowledged that progress is a long-term effort, describing it as "a marathon, not a sprint." She also praised Webster Vienna's campus as "a little slice of the US here in Vienna," underscoring the university's important role in fostering transatlantic collaboration. Nathalie Karré, author of "Der Power Effekt," also addressed the audience, emphasizing the importance of leaning into one's strengths to achieve life goals and affirming that investing in women leads to success. The EmpowerHer program includes two key tracks: ConnectUS, a networking initiative that brings together up to 80 professionals from various industries to build connections and support gender equality and MentorUS, which pairs aspiring female leaders with experienced Austrian business executives for guidance and support.

On November 18, Webster Vienna Private University hosted one of the most well attended events in its history, drawing more than 200 participants. Due to demand, overflow rooms were opened and connected via video conference so additional guests could follow and join the conversation. Organized in partnership with the U.S. Embassy and held at the Embassy's request as a symbol of our enduring cooperation, the event featured two exceptional leaders: U.S. Ambassador to Austria Victoria Reggie Kennedy and Pulitzer Prize winning presidential historian Doris Kearns Goodwin. Ambassador Victoria Reggie Kennedy has served as the United States Ambassador to the Republic of Austria since 2022, with a focus on transatlantic engagement, youth outreach, and the advancement of women. Doris Kearns Goodwin is a Pulitzer Prize winning presidential historian whose works include *No Ordinary Time* and *Team of Rivals,* which informed Steven Spielberg's film Lincoln. Her 2024 book, *An Unfinished Love Story,* blends memoir and history to revisit the 1960s through archival materials from her late husband, presidential adviser Richard N. Goodwin. In their conversation, the two analysed the lessons history offers contemporary leaders and assessed the political and social implications of the 2024 U.S. presidential election. Associate Director Schubert introduced the discussion, which examined how historical models of presidential

leadership illuminate contemporary democratic challenges, including legitimacy, crisis management, polarization, and the role of values in public life. The event affirmed WVPU's role as a convening platform for timely, globally relevant dialogue and underscored the university's commitment to connecting scholarship, diplomacy, and civic engagement.

On November 20, WVPU hosted a faculty-led roundtable entitled "Quo Vadis America? The Global Consequences of the 2024 U.S. Election," organized by the International Relations Department in collaboration with the Central European University. The discussion was moderated by Associate Director Dr. Samuel R. Schubert. Participants included Erin K. Jenne, PhD, Head of International Relations at CEU and author of *Nested Security,* and Dr. Bradley Wiggins, Head of the Strategic Communication Department at WVPU. The conversation examined the implications of the 2024 U.S. election for transatlantic relations, European security, alliance politics, and global governance, with particular attention to information integrity and strategic communication in a polarized environment. The event advanced WVPU's commitment to convening timely, globally relevant dialogue and to cultivating analytical skills that connect academic inquiry with contemporary international affairs.

Webster Vienna Private University hosted the 2025 Vienna International Science & Engineering Fair at its Palais Wenkheim campus on April 26. The event welcomed over 140 young scientists and engineers from international schools across Austria and the surrounding region, celebrating innovation and scientific curiosity. Organized in collaboration with the United Nations Nuclear Young Generation, the Vienna Chapter of the Institute of Nuclear Materials Management and Women in Nuclear at the International Atomic Energy Agency (IAEA), the fair provided students a unique opportunity to explore science and engineering through hands-on projects. The 2025 theme, "Innovations to Improve our Community", inspired nearly 70 projects addressing sustainability, public health, infrastructure and education. Participants showcased creative technological solutions with real-world impact, competing for awards such as Innovation for Good and Design Creativity. A diverse panel of expert judges offered valuable feedback, while the IAEA hosted "Science Rooms" featuring presentations by young professionals. WVPU is honoured to support this inspiring event that encourages young minds to pursue science and engineering. By fostering global perspectives, critical thinking and interdisciplinary collaboration, Webster Vienna prepares its students for dynamic international careers where engagement with scientific and technological challenges is essential.

10.2 Industry and event cooperation

WVPU harnesses its relationships within education, research, and industry to provide a range of opportunities for its students and community and to promote knowledge transfer.

10.2.1.1 Career services and support for students

This academic year, Webster Vienna Private University (WVPU) organized a series of successful events and workshops aimed at supporting our students and graduates in their career journeys. These initiatives provided valuable networking opportunities, insights into various industries, and practical advice to help students gain a competitive edge in the job market.

In October 2024, students participated in the Austrian Airlines Career Excursion and Lunch, where they visited the AUA headquarters, toured the offices, and gained insights into the recruitment process and dynamic work environment. During the Career Calling Fair, WVPU's Career Services connected with leading companies in Vienna, strengthening ties for future internships and events.

In November, representatives of Erste Bank introduced students to company roles, recruitment insights and direct networking opportunities with employees during the Erste Bank Career Event. The student also had the opportunity to attend the Diplomatic Careers Talk with Prof. Dr. Michael Reiterer, former EU Ambassador to Korea.

In February 2025, students explored Henkel's culture, job opportunities and recruitment practices during a Career Lunch and Factory Visit at Henkel Vienna.

In March, students attended the Coca-Cola HBC Austria Career Lunch, where Talent Acquisition representatives shared insights into roles, recruitment and networking opportunities.

In April, at the IAEA Career Event at the Science Fair, HR representatives presented internship and scholarship opportunities as well as advice on joining the IAEA.

During the spring semester, Guest Lectures on Careers in History, Politics and International Relations provided students with tailored career tips and guidance in international relations.

Webster Vienna Private University's "Dare to Grow Together" Mentoring Program continued its successful run during the 2024–25 academic year.

In May, Webster Vienna's Career Services Team and the Webster Vienna Alumni Association hosted a farewell event on campus to celebrate the achievements of 46 members of the 2024–25 mentoring program. Melanie Smith (MBA '14) from the Vienna chapter of the Webster University Alumni Association welcomed attendees. Janette Donner, an International Atomic Energy Agency employee and President of the Women in Nuclear IAEA chapter, delivered the keynote address. A panel discussion moderated by Alexandra Deubner, Senior Career Service Officer, featured mentors and mentees sharing their experiences. The event concluded with the Student Life Awards, hosted by Associate Director Dr. Samuel R. Schubert and Student Resource Center Officer Jennifer Sowerby.

Since its launch in 2021, Webster Vienna's mentoring program has been instrumental in helping students explore career paths, develop skills and build confidence for professional success. The university remains committed to fostering a supportive and enriching environment for both students and alumni.

10.2.1.2 Webster Vienna Alumni Association

During the 2024-2025 academic year, the WVPU Alumni Association took the lead in organizing a series of events featuring distinguished speakers on campus.

On September 19, 2024, more than 100 attendees, a significant increase from past years, gathered at WVPU for the 16th Webster Vienna Alumni Symposium. During the event, alumni, students, faculty, staff and external guests came together to socialize and engage in timely discussions on leadership and the growing importance of emotional intelligence in today's world. Titled "Leadership and Emotional Intelligence," the event convened a distinguished panel of experts who explored how emotional intelligence shapes effective leadership across sectors. Speakers included Mag. Patricia Neumann, CEO of Siemens AG Austria; Dr. Marc Mehu, Professor of Psychology at WVPU; Lydia Goutas, Senior Partner at Lehner Executive Partners; Eliot Mannoia, MBA, Founder of BrandKarma; and Antonija Pacek, M.Phil, Head of Innovation Practice at GSA and Faculty at WVPU. The panellists examined how leaders can use emotional intelligence to drive innovation and inclusion, while also warning of its potential misuse in manipulative or unethical ways. They also reflected on how emotional intelligence can complement technology, including AI, in building more adaptive and human-centred leadership practices.

Further, the Alumni Association has played a pivotal role in the "Dare to Grow Together" mentoring program, which pairs alumni with current students to provide guidance and mentorship. This initiative highlights the Association's dedication to fostering students' professional growth and development by tapping into the extensive expertise of WVPU alumni.

Over the past year, the Alumni Association has organized a range of activities, such as guest lectures, newsletters, and social media campaigns, in addition to offering special alumni grants and hosting extracurricular events. These efforts aim to maintain strong connections between alumni and WVPU, as well as among alumni themselves, strengthening the community and encouraging continued engagement with the university.

10.3 Other cooperation

In the 2024-2025 academic year, WVPU strengthened its commitment to national and international cooperation through collaborations with diverse academic and non-academic institutions, through course-based affiliations, sponsorships and association memberships.

Its most significant network is Webster University, comprising campuses, partners, and nearly 200,000 alumni worldwide. WVPU cooperates with Webster in administration, events, faculty exchanges, and student mobility. This academic year saw a lot of integration between the European campuses in the Webster network. Students from

the Geneva, Leiden and Vienna campuses again participated in the LEADS program (Learn, Evolve, Apply, Develop, and Serve) providing interactive, reflective, and learning community approaches to understanding leadership.

Through its Partner in Education Program, WVPU collaborates with companies, governments, and institutions to support highly qualified or financially disadvantaged students. Borealis AG is the program's largest donor, while the City of Vienna, a partner for 30 years, is its longest-standing supporter. This program remains a cornerstone of WVPU's fundraising efforts.

WVPU is a member of Austrian Association of Private Universities (ÖPUK), the umbrella organization which links together the nationally recognized Austrian private universities and represents the interests of the private higher education sector in Austria. WVPU is also a member of the American Chamber of Commerce in Austria (AmCham).

11 Outlook

WVPU enters 2025–2026 on the strength of a successful year. As we continue the transition toward a collective leadership model under the Executive Board, we are seeing stronger alignment across departments and improved morale across academic and administrative units. This momentum sets a strong basis for the next phase of growth.

We look forward to another year of record-breaking enrolment and new student intake, supported by robust pipelines, improved conversion, and sustained retention. This growth will reinforce financial performance and provide the scale needed to deepen our research profile.

We will formally introduce a new evaluation framework for faculty that anchors multiyear performance agreements and annual research plans. In parallel, we will work with the University Senate to adopt a quantitative model for assessing publication output, aligning teaching and service with research objectives, external funding, and documented scholarly results.

The PhD in Economic and Socio-Political Change will be further developed and prepared for submission in spring 2026. Work will focus on finalizing curricular structures, consolidating the five research clusters, and recruiting additional faculty to ensure depth of supervision and research leadership.

Looking ahead, WVPU's faculty are projected to deliver strong scholarly output over the next three years, strengthening the university's position as a leading research institution in the analysis of economic and sociopolitical change.

Program development will continue across priority areas. We will advance new graduate offerings in Psychology and in International Relations with a focus on security studies, prepare revisions to existing programs, and develop and submit a new undergraduate program in Law. We will also finalize preparations to introduce Computer Science with an emphasis in artificial intelligence, positioning the university for the first full cohort in Fall 2026 and for future growth in STEM.

To support expansion, WVPU will advance plans for the adjacent property to accommodate enrolment growth and increased research activity. Targeted faculty recruitment will deepen internal research excellence, expand capacity in the clusters, and position the university to capitalize on recent research achievements.

We will also strengthen alumni development and university advancement. Priorities include renewed alumni engagement, external fundraising for scholarships, and strategic partnerships that broaden access for students while supporting faculty research and experiential learning.

In consultation with AQ Austria, and in collaboration with colleagues in St. Louis and stakeholders in Vienna, we will revise the university's primary documents to codify sustainable governance, a collective executive management structure, and robust quality assurance for decades to come. These measures will prepare WVPU well for the next institutional accreditation cycle in 2028 while sustaining our commitment to impactful research, teaching excellence, and student mentorship.