





UNIVERSITY FOR CONTINUING EDUCATION KREMS STRATEGY

**MISSION STATEMENT
STRATEGIC GOALS
KEY STRATEGIES**

Based on the Development Plan of the
University for Continuing Education Krems 2022-2027
December 2021

FOREWORD



This strategy document presents in greater detail and integrates the strengths, strategic goals and key strategies based on the Development Plan of the University for Continuing Education Krems for the period 2022 – 2027.

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

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

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

The strategy of the University for Continuing Education Krems should be read as a “strategic framework” offering both guidance and the necessary freedom to enhance the effectiveness of our university’s best minds and ideas in teaching and research. This approach is intended to support day to day decision-making at all levels of the university, develop our future position in society and raise the visibility of our strengths.


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Chairwoman of the Senate

OVERVIEW / STRATEGIC FRAMEWORK

UNIVERSITY FOR CONTINUING EDUCATION KREMS STRATEGY

MISSION STATEMENT > **STRATEGIC GOALS** > **KEY STRATEGIES**

Mission
Strengths

KEY PRINCIPLES

UNIVERSITY FOR CONTINUING EDUCATION KREMS MISSION STATEMENT

MISSION



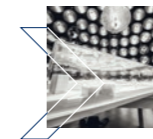
The University for Continuing Education Krems is the leading **public university for continuing education** in Europe. With its expertise in teaching and research it works to **overcome societal challenges**.



STRENGTHS OF THE UNIVERSITY FOR CONTINUING EDUCATION KREMS



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



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



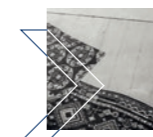
Our study model is oriented toward the specific requirements of **adult learners** in all phases of life and especially to the needs of working professionals.



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



We are committed to research with a **high degree of transdisciplinarity**.



Our campus offers a **service-oriented and inspiring working environment** for our students and staff.



STRENGTH |||||

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

FACTS AND INFORMATION ABOUT OUR STRENGTHS

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

- For more than 25 years the University for Continuing Education Krems is, due to its expertise, in the field of university-based continuing education in the lead within the German-speaking countries.
- 30 percent of all students in Austria, who have enrolled in a master program in academic continuing education, study at the University for Continuing Education Krems (Source: IHS Study on Academic Continuing Education 2019).
- The University holds the seal of quality of the Agency for Quality Assurance and Accreditation Austria (AQ Austria). It was one of the first public universities in Austria to receive accreditation to international standards for its PhD programs.
- 85 percent of the more than 27,000 graduates would recommend the University for Continuing Education Krems to others (Source: Graduate Survey 2020).

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

- The University's study programs address relevant questions concerning societal, technological, and organizational developments.
- It is the University's strength to develop study programs that are on the cutting edge.
- A high level of societal impact is facilitated by its transdisciplinary approach which integrates knowledge from society and science.
- As a member of the Alliance of Sustainable Universities in Austria and in support for the uniko Manifesto for Sustainability, it is a priority for the University for Continuing Education Krems to make a proactive contribution to a culture of sustainability. To this end, the University has anchored sustainability as a key strategy.

OUR STUDY MODEL IS ORIENTED TOWARD THE SPECIFIC REQUIREMENTS OF ADULT LEARNERS IN ALL PHASES OF LIFE AND ESPECIALLY TO THE NEEDS OF WORKING PROFESSIONALS.

- The average age of our students is around 40 years. Most of them are working professionals who study part-time.
- Innovative blended learning formats support part-time study. The combination of on-campus phases and digital learning formats (blended learning) is particularly well suited to the needs of working professionals.
- All study programs at the University for Continuing Education Krems are distinguished by the use of innovative teaching and learning methods.



STRENGTH |||||

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

FACTS AND INFORMATION ABOUT OUR STRENGTHS

CONTINUED

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

- More than 50 percent of our 8,000 students have over 10 years of professional experience and generally hold a higher education qualification.
- In combination with the experience of our teaching staff – who are all respected experts in their fields – this promotes an intensive transfer of knowledge and skills in teaching and research.
- The greatest positive contributions made by studying at the University are: personal development (87%), improvement in professional skills (85%) and the ability to apply acquired knowledge to different contexts (72%) (Source: Graduate Survey 2020).

WE ARE COMMITTED TO RESEARCH WITH A HIGH DEGREE OF TRANSDISCIPLINARITY.

- In its research, the University combines basics and application as different disciplines interrelate and interact with society. This special approach generates dynamism and innovation.
- The research activities are characterized by high social relevance and effectiveness in the sense of a mutual learning process between science and society.
- Research funding at the University is predominantly obtained in areas related to societal issues (“Global Challenges”).

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

- State-of-the-art lecture and research spaces, the library, the cultural program Campus Culture, and services such as the childcare service Campus Kids and Campus Sport offer students and staff excellent conditions.
- Staff, students, and graduates of the University for Continuing Education Krems come from 120 countries, creating a vibrant international atmosphere.
- Situated 60 km from Vienna in the UNESCO world heritage region Wachau, the Campus Krems is a highly attractive location.

KEY PRINCIPLE
SOCIETAL IMPACT

The University for Continuing Education Krems actively contributes to shaping society through university-based continuing education. We therefore focus on societal challenges and the transfer between research, teaching, and practice.

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

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

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

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

Development of the University for Continuing Education Krems

- 1995**
Danube University Krems opened its doors. The Federal Law establishing it came into force on 8 April 1994.
- 1995/96**
Teaching began a few weeks after the university had opened with 93 students enrolled in three study programs for European Integration and Journalism.
- 1998**
The academic degree Master of Business Administration (MBA) was awarded for the first time in Austria.
- 2000**
Danube University Krems launched its own arts and culture program named Campus Culture.
- 2002**
The academic degrees Master of Laws (LL.M.) and Master in European Studies (M.E.S.) were introduced.
- 2003**
The foundation stone for the new Campus Krems building was laid.
- 2004**
The Federal Law on the Danube University Krems was passed.
- 2005**
As part of this development phase the Danube University Krems was given a state-of-the-art bio-tech lab center. The new Campus Krems building was inaugurated on 7 October 2005.
- 2006**
The Danube University Krems appointed the first professors; by December 2021 the University for Continuing Education Krems had 27 professorships.
- 2010**
The Archive of Contemporary Arts, a collection of donations and bequests made by outstanding personalities from literature, music and other fields of the arts, was opened at Campus Krems.
- 2014**
The Federal Law authorizing the Danube University Krems to award Doctorate Degrees came into force.
- 2015**
Accreditation of the first two PhD programs and certification of the quality management system by the Agency for Quality Assurance and Accreditation Austria (AQ Austria).
- 2018**
Opening of the Core Facility on Campus Krems – a joint research infrastructure of Karl Landsteiner University of Health Sciences and IMC University of Applied Sciences Krems.
- 2019**
The University for Continuing Education Krems is integrated into the Universities Act as a public university. It becomes a member of the Austrian Conference of Universities (uniko) by unanimous decision.
- 2020**
The University for Continuing Education Krems celebrates its 25th anniversary.
- 2021**
The University for Continuing Education Krems is strongly involved in the National Council's decision to pass a legislative package on continuing education in higher education that is clearly focused on quality, standardized framework conditions, documented equivalence of academic degrees, and allowing for permeability between regular and continuing education studies.

Faculties and Departments

FACULTY OF HEALTH AND MEDICINE

- Biomedical Research
- Evidence-Based Medicine and Evaluation
- Health Sciences, Medicine and Research
- Clinical Neurosciences and Preventive Medicine
- Psychotherapy and Biopsychosocial Health
- Economy and Health

FACULTY OF BUSINESS AND GLOBALISATION

- E-Governance and Administration
- European Policy and the Study of Democracy
- Migration and Globalisation
- Legal Studies and International Relations
- Danube Business School – Department for Management and Economics
- Knowledge and Communication Management

FACULTY OF EDUCATION, ARTS AND ARCHITECTURE

- Building and Environment
- Higher Education Research
- Integrated Sensor Systems
- Arts and Cultural Studies
- Continuing Education Research and Educational Technologies

Status: December 2021

Structure and Figures

3

FACULTIES

- Health and Medicine
- Business and Globalisation
- Education, Arts and Architecture

5

FIELDS OF RESEARCH

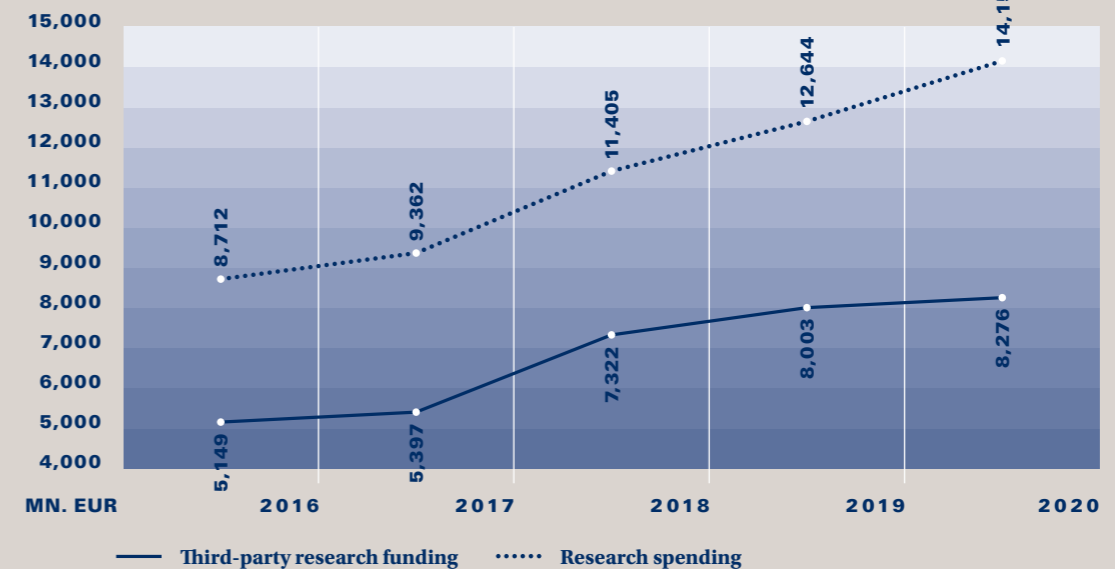
- Cohesive and Innovative Societies
- Cultural Heritage
- Regenerative Medicine
- Continuing Education Research
- Evidence-based Health Research

10

FIELDS OF STUDY

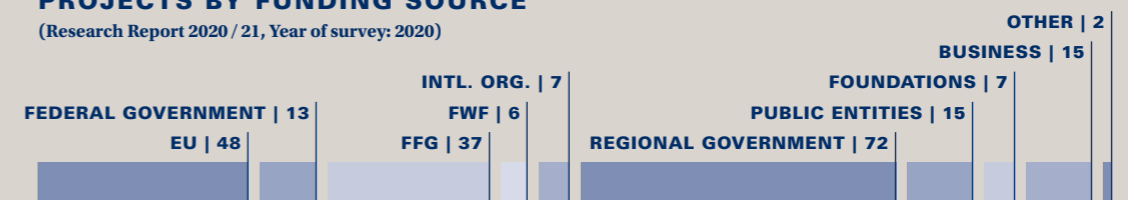
- Building & Environment
- Education
- Health & Medicine
- Arts & Culture
- Media & Communication
- Migration & International Affairs
- Psychotherapy & Social Services
- Law & Administration
- Economics & Business Management
- Sensors & Digitalization

THIRD-PARTY RESEARCH FUNDING



PROJECTS BY FUNDING SOURCE

(Research Report 2020 / 21, Year of survey: 2020)



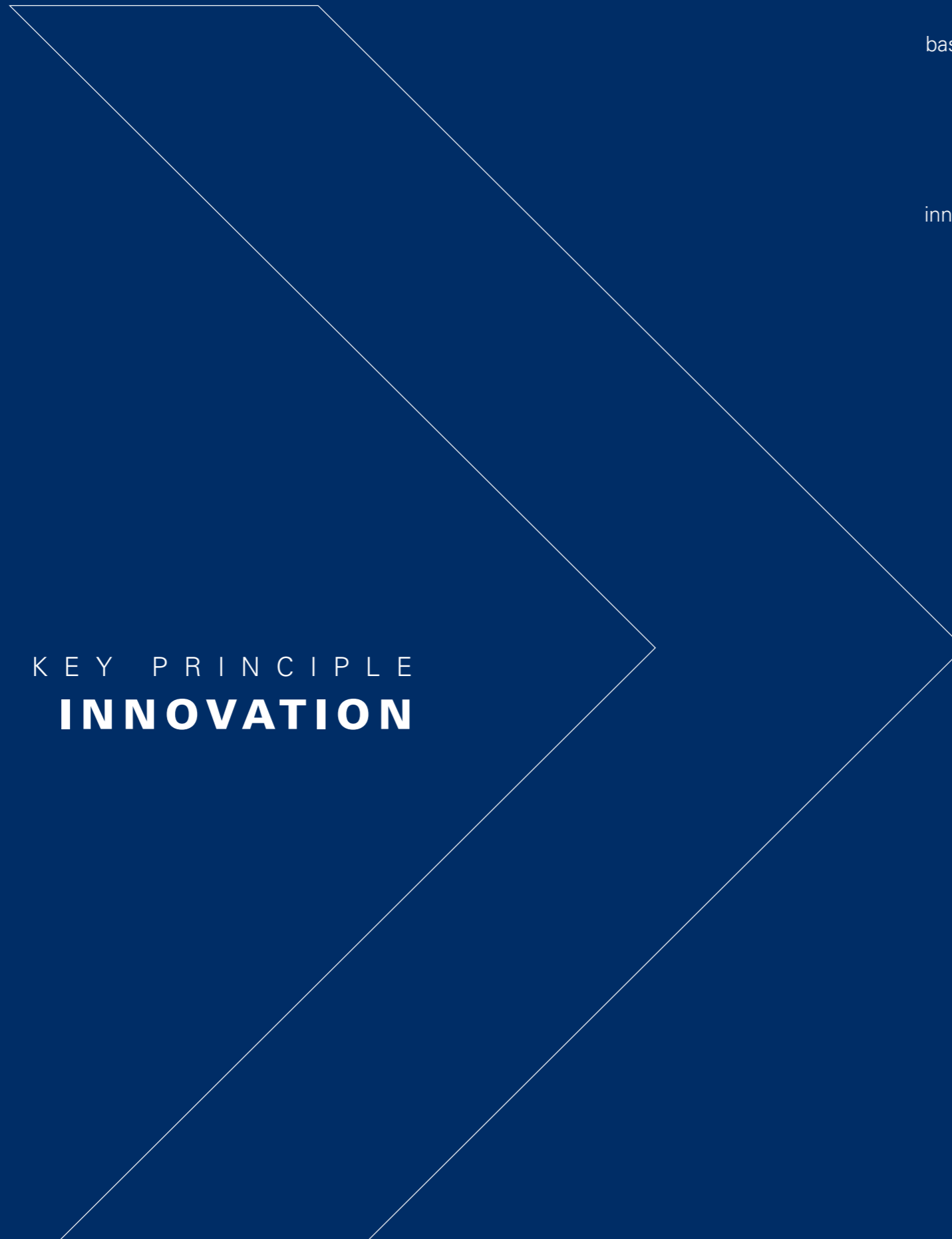
KEY FIGURES

53 MN.
Total budget
(Annual Financial Statement 2020)

59 %
Third-party financing
(Annual Financial Statement 2020)

7,786
Students
(January 8, 2021)

697
Staff
(December 31, 2020)



KEY PRINCIPLE
INNOVATION

Innovation through science-based continuing education is the response of the University for Continuing Education Krems to contemporary issues and societal challenges. More than 25 years' experience of innovation assure the University a place among the front-runners in the field of university-based continuing education.

Innovation is the founding philosophy of the University. Since its foundation 25 years ago, the University has carried the idea of innovation within itself. Thus, it is the first and to date the only public university for continuing education within the entire German-speaking countries. In 1998, it was the first university in Austria to award the academic degree "Master of Business Administration" (MBA).

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

The study programs offered by the University for Continuing Education Krems also follow the mission of (social) innovation and of meeting current and future societal, technological, and organizational issues. It is the University's strength to develop cutting-edge study programs in terms of content and methodology. It combines these with innovative forms of teaching and learning such as blended learning, the combination of on-campus phases and digital teaching formats.

MISSION STATEMENT >



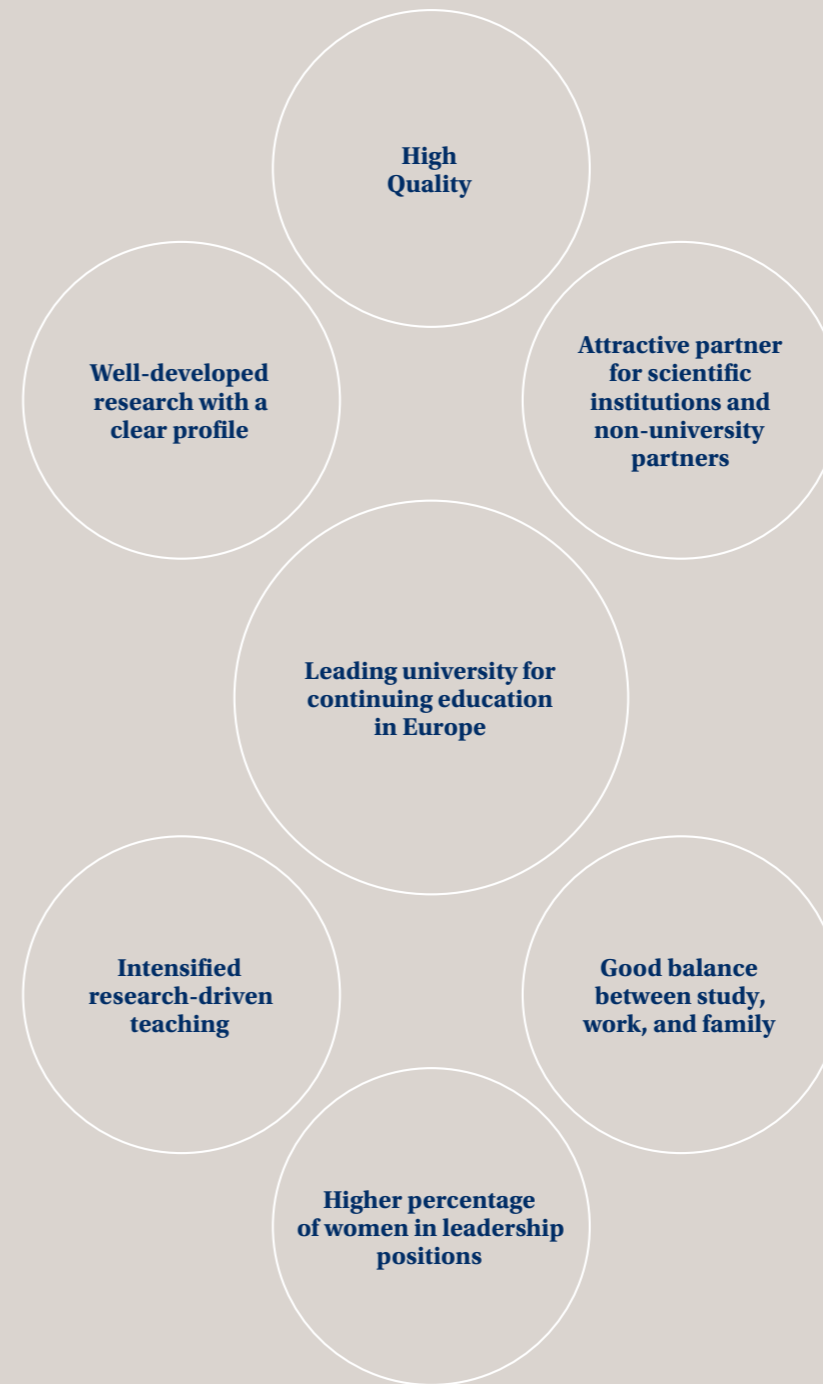
MISSION

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

KEY PRINCIPLES



STRATEGIC GOALS >



KEY STRATEGIES >

- Qualitative expansion of the life-phase-oriented study model with a focus on societal challenges
- Further development of quality management
- Further development of research in the institution-wide research fields
- Stronger consideration of the UN's Sustainable Development Goals (SDGs)
- Stronger consideration of digital transformation processes
- Further development and formalization of partnerships
- Expansion of human resources and career development measures
- Establishment of additional PhD programs
- Expansion of international activities



STRENGTH |||||

Our study model is oriented toward the specific requirements of **adult learners** in all phases of life and especially to the needs of working professionals.

THE STRATEGIC GOALS OF THE UNIVERSITY FOR CONTINUING EDUCATION KREMS

The University for Continuing Education Krems defines its strategic goals and supporting strategies. These key strategies contribute to executing implementation measures in order to achieve these strategic goals.

STRATEGIC GOALS

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

HOW THE STRATEGIC GOALS ARE ACHIEVED WITH KEY STRATEGIES

Strategic Goals	Leading university for continuing education in Europe	High quality	Well-developed research with a clear profile	Attractive partner for scientific institutions and non-university partners	Intensified research-driven teaching	Good balance between study, work, and family	Higher percentage of women in leadership positions
Key Strategies							
Qualitative expansion of the life-phase-oriented study model with a focus on societal challenges	X	X		X	X	X	X
Further development of quality management	X	X		X			
Further development of research in the institution-wide research fields	X	X	X	X	X		
Stronger consideration of the UN's Sustainable Development Goals (SDGs)	X	X	X	X	X		
Stronger consideration of digital transformation processes	X	X				X	X
Further development and formalization of partnerships	X	X	X	X	X		
Expansion of human resources and career development measures	X	X	X	X	X	X	X
Establishment of additional PhD programs	X	X	X	X	X		
Expansion of international activities	X	X	X	X	X		



KEY PRINCIPLE
QUALITY

The University for Continuing Education Krems measures its teaching and research by the highest international standards.

The University lives up to its reputation of delivering outstanding quality at all levels of the University. The Agency for Quality Assurance and Accreditation Austria (AQ Austria) certified the University's entire quality management system in accordance with the Higher Education Quality Assurance Act and awarded it the AQ Austria seal of quality.

This highest quality standard is also true for its PhD studies: The University for Continuing Education Krems was among the first public universities in Austria to receive accreditation to international standards for its PhD programs.



UNIVERSITY FOR CONTINUING EDUCATION KREMS KEY STRATEGIES

The key strategies assist the University for Continuing Education Krems in achieving its strategic goals. The current University for Continuing Education Krems Development Plan defines specific measures for this purpose. The following list shows a selection of the planned university-wide projects set out in the Development Plan 2022 – 2027. These also include cross-sectional measures which support a number of key strategies.

(Stand: December 2021)

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

Implementation Measures (selection)

- Development of **concepts regarding the understanding of roles, teaching content, organizational models, and financing of continuing education studies** a.o., as part of an international series of events organized as a think tank format
- Development of a catalog comprising specific **recommendations on how to design modular curricula** for the cross-departmental and cross-faculty use and combinability of teaching content
- Strengthening **cross-departmental coherence** in teaching
- **Definition of target group-specific standards for digital teaching** (in particular with regard to didactics and procedures) / binding definition of standards for digital teaching units in line with the recommendations of the BMBWF's Bologna Implementation Report 2018
- **Strengthening the subject-specific application of the blended learning approach** through subject-specific processing by the University's experts
- Establishment of a scientifically based, **all-university student advisory service**
- Ongoing development for the standardized use of digital and hybrid forms of learning and teaching, as well as the **extended infrastructure in seminar rooms and media labs**
- **Stronger participation** and inclusion of all student groups in the **Erasmus+ program** across curricula and beyond, with a focus on short-term mobility and blended mobility
- Developing a **strategy for the social dimension in the life-phase-oriented study model**
- Development of a **scholarship model to support social permeability**
- Implementing a **Fellows & Scholars program**

KEY STRATEGY "FURTHER DEVELOPMENT OF QUALITY MANAGEMENT"

Implementation Measures (selection)

- **Re-auditing** the quality management system
- Continuing **external evaluation of the faculties**
- Conducting **internal audits of cooperation partners in teaching**
- External **evaluation of the University administration**



KEY STRATEGY "FURTHER DEVELOPMENT OF RESEARCH IN THE INSTITUTION-WIDE RESEARCH FIELDS"

Implementation Measures (selection)

- Targeted **appointment of professors** in the four fields of research
- **Increased participation in regional, national, and international research networks** such as key FTI projects at regional level, CD-labs, K-centers, etc. at national level and consortia as part of Horizon Europe at the international level
- Expansion of the **range of services offered by the Office for Research Services and the Office for Grant Acquisition**
- Provision of **funds for the initiation of European projects**
- Continuous **expansion of the infrastructure**, e.g., Core Facility at Campus Krems
- Expanding the **availability of e-journals, e-books and other online accesses through the University library**
- Develop competence in the acquisition, collection, long-term archiving, publication, and visualization of research data (**research data management**)
- Further **development of transdisciplinarity** as a scientific approach
- Establishing a **research network to deal with complex societal challenges** using a **transdisciplinary approach**
- Establishing, implementing and evaluating **interfaculty research groups** within the university
- **Hosting the lecture program "Research Summit Series"** as an effective public outreach event for science and research and further development of the annual Research Summit into the "Day of the University for Continuing Education Krems"

KEY STRATEGY „STRONGER CONSIDERATION OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)“

Implementation Measures (selection)

- Promote the anchoring of the topic of SDGs & Sustainability at the University by establishing a **cross-faculty research and teaching center for Sustainability, Ethics and Societal Transition**
- **Expansion of inter- and transdisciplinary cooperation** with external partners covering the topic of SDGs & Sustainability
- Continued contribution as an active partner in the **inter-university project UniNEtZ** (Universities and Sustainable Development Goals)
- Award the **SDGs Impactathon** – annual award for projects in the field of SDGs & sustainability at the University
- Creation of an **online module on SDGs & Sustainability** to enable all students at the University to reflect on the topic of sustainability and the Sustainable Development Goals both personally and in their professional context as part of their studies
- **Green Campus** – implementation of a greenspace concept for Campus Krems, including the construction of exercise, recreation, and work facilities
- Increased promotion of **sustainable mobility** of staff, students, and lecturers in cooperation with the region

KEY STRATEGY "STRONGER CONSIDERATION OF DIGITAL TRANSFORMATION PROCESSES"

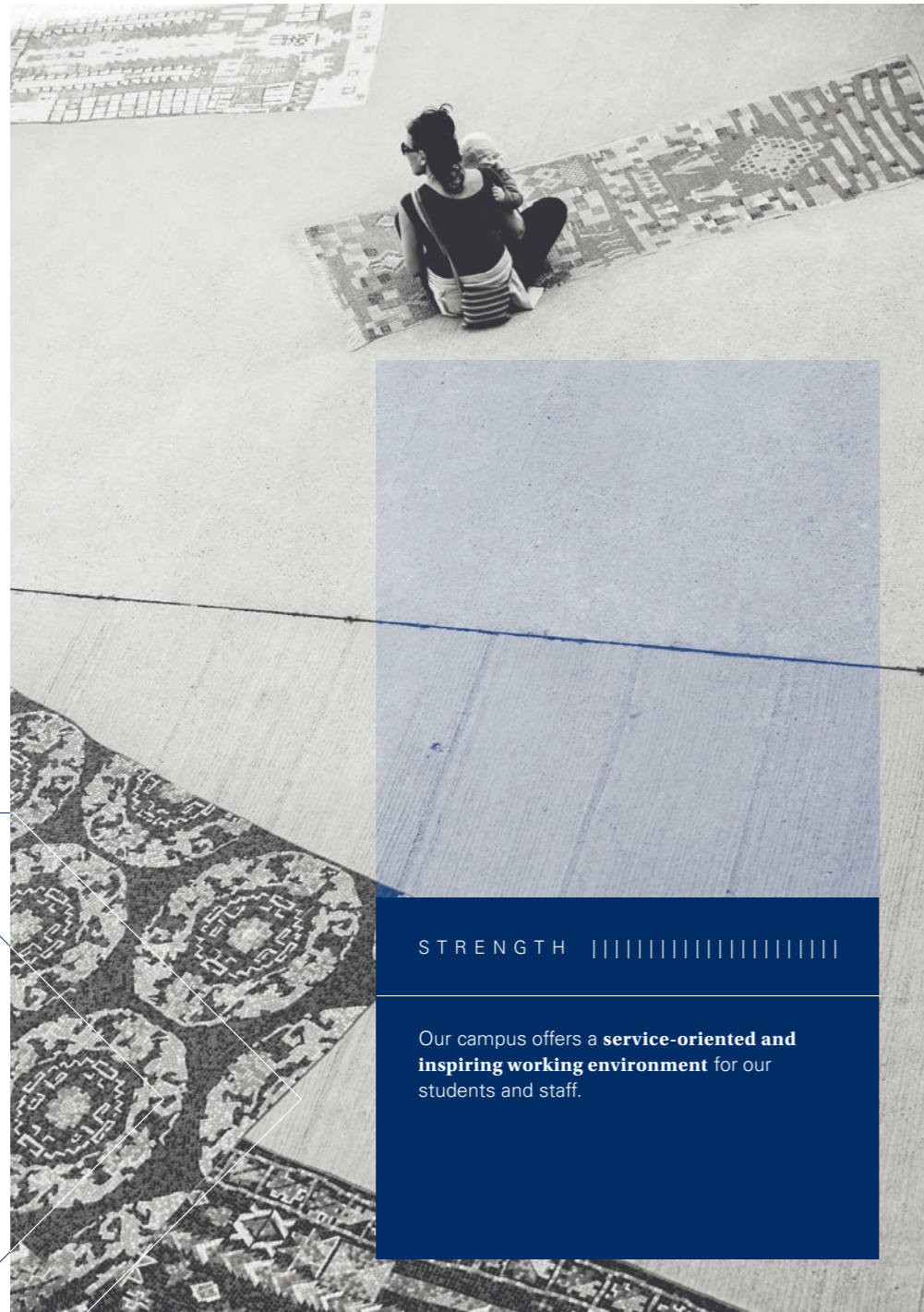
Implementation Measures (selection)

- **Modular design of all curricula and teaching content** to be used and combined in digital form using a standardized learning platform
- Establishment of a **PhD program on Digital Transformation**
- Creation of **access to electronic resources for users** and support for **open access publications**
- **Establishment of an end-to-end digital process for submitting, processing and documenting research projects** and ongoing improvement of **research database management**
- Implementation of the **IT architecture based on the requirements of the faculties and the administration**
- **Digitization of processes** in a user-friendly way

KEY STRATEGY "FURTHER DEVELOPMENT AND FORMALIZATION OF PARTNERSHIPS"

Implementation Measures (selection)

- Strengthened **positioning of the University as a partner for continuing education** with domestic and international universities, universities of applied sciences and universities of teacher education, in particular for universities which, due to their profile and allocation of resources, are not able to implement the transfer of knowledge into teaching to the same extent
- **Review of existing cooperation** of the University for Continuing Education Krems, including audits, etc.
- Intensified **cooperation with universities and research institutions**
- Stronger **participation in international networks and projects**, especially in the framework of Horizon Europe, both by applying for and carrying out research projects and by co-designing calls and participating in the evaluation process
- More **research cooperation within the Danube region**
- **More cooperation** with members of the Alliance of Sustainable Universities in Austria
- Playing an **active role** in the preparation and holding of events on the European Union's future (Conference on the Future of Europe 2022)



KEY STRATEGY “EXPANSION OF HUMAN RESOURCES AND CAREER DEVELOPMENT MEASURES”

Implementation Measures (selection)

- Implementing a **development path model for academic and non-academic university staff** related to the future applicability of the **collective agreement** for university staff
- Devising a comprehensive **human resources development strategy** that includes all staff groups and takes into account gender and diversity competencies of lecturers as well as other university members
- **Promotion of a diversity-oriented culture of equality**
- **Appointment of women to management positions** – subject to equal qualifications – over the period of the development plan until gender parity is achieved in the relevant areas
- **Involvement of the goal regarding gender equality** in all university activities through the women’s advancement and gender equality plan
- Offering an **internal training program** that bundles and organizes various development opportunities for all staff members in line with their needs
- **Further qualification of internal and external teaching staff** in subject-specific and didactic respect
- Offering target group-oriented **continuing education formats on gender mainstreaming and diversity management**
- In the course of a participatory discussion process, **further elaborate the existing Code of Conduct**, including closer attention to the topics of organizational wealth and the university’s culture of innovation, the balance between freedom and responsibility, the culture of quality, diversity and integrity, participation and sustainable development, and the treatment of people at the University
- Maintaining **leadership competencies** at a high level through ongoing **development of managers**, including coaching offers

KEY STRATEGY “ESTABLISHMENT OF ADDITIONAL PHD PROGRAMS”

Implementation Measures (selection)

- **Development of further accredited PhD programs in the institution-wide research fields** with the goal of at least one accredited PhD program per institution-wide research field
- **Development of the PhD studies** “Health Management”, “Cultural Heritage”, “Psychotherapy and Psychosomatic Research”, “Sensory Systems and Sensor Networks”, “Technology, Innovation and Cohesive Societies”, as well as “Continuing Education and Lifelong Learning”, **which are aligned with the research strategic goals of the University**, on condition that the PhD positions are largely financed by third-party funds
- Holding of annual joint **methodological modules to promote interdisciplinarity**

KEY STRATEGY “EXPANSION OF INTERNATIONAL ACTIVITIES”

Implementation Measures (selection)

- Definition of a **flexible geographical dimension of internationalization** with a focus on the Danube region
- **Raise the numbers of students involved in the Erasmus+ program**, across and beyond the curricula, targeting short-term and blended mobility to extend the existing blended learning model
- Enhanced **participation and inclusion of all staff members in the Erasmus+ program**, especially in the funding lines Key Action 1 – Learning Mobility of Individuals and “European Universities”
- Increased **engagement of international visiting professors and international scientists** as part of cross-border funding programs or within the framework of Erasmus+ and Horizon Europe
- Expansion of **“internationalization at home” measures**, in particular creation of a campus-wide welcoming culture
- Making research achievements more visible internationally by increasing **publication activity** in peer-reviewed journals, a higher rate of **presentation of research results** at leading international congresses and by holding international conferences
- **Strengthen and build on the University’s networking** in the European University Continuing Education Network (EUCEN), the European Society for Research on the Education of Adults (ESREA), the Danube Rectors’ Conference, ASEA-UNINET, Eurasia-Pacific-Uninet, Magna Charta Universitatum, Africa-UniNet, Erasmus Mundus programs, as well as several consortia and inter-institutional partnerships under Horizon 2020 and Erasmus+
- **Digitization of Erasmus+ processes** in line with the European Commission’s timetable
- **Setting up and monitoring of mobility learning outcomes** as a quality assurance for all mobility
- Drawing up guidelines and manuals for the **conception and management of spring / summer / winter schools and study trips**, including funding opportunities
- Adaptation of an **internationalization database**

REFERENCE DOCUMENTS FOR THE UNIVERSITY FOR CONTINUING EDUCATION KREMS STRATEGY

- Development Plan of the University for Continuing Education Krems (Danube University Krems) 2022 to 2027
- Performance Agreement 2022 – 2024 between the University for Continuing Education Krems (Danube University Krems) and the Republic of Austria

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

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