



universität
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Orientation Handbook for
Members of the
Faculty/Centre Scientific
Advisory Boards at
the University of Vienna





Welcome Address

On behalf of the University of Vienna, we welcome you as a member of the Scientific Advisory Board of one of our faculties or centres. We very much appreciate your support and are sure that you will contribute with your knowledge and experience to the development of one of the University's faculties or centres.

As mentioned in our invitation letter, the University of Vienna has fundamentally reorganised its academic and administrative structure in accordance with the new Universities Act in 2004/2005. As part of this reorganisation, the University redefined its profile by putting stronger emphasis on research excellence, on raising its teaching quality, and on improving its management capacity.

Simultaneously, scientific advisory boards (SABs) of all faculties and centres were established to advise the deans in planning the development of teaching and research at the respective faculties and centres. Over 60 researchers from all over the world are currently active in the SABs and have proven to be of valuable support to the leadership of our faculties and centres.

However, past experience has also shown that many experts from abroad find it difficult to understand the Austrian tertiary educational system and the situation at the University of Vienna, which differs in many points from systems in the rest of the world. This can make the assessment of a faculty's or a centre's situation or the formulation of specific recommendations difficult, especially since many key factors are determined by Austrian federal policy. To name only one example of major importance: Austrian universities must not limit the number of students entering the University, but have to accept all eligible students.

In order to support you in getting acquainted with the situation in Austria and at the University of Vienna, this *Orientation Handbook* shall provide a basic overview of the strategic aims and the governance structure of the University of Vienna. We hope that the handbook will help you to contextualise the specific situation of the Faculty or Centre you are affiliated with and to understand the framework conditions under which the deans are proceeding with their policies.

Let us express again our appreciation for your willingness to support the University of Vienna as a member of one of its scientific advisory boards. We hope that you will always regard the time you spend in Vienna as fruitful and worth the effort!

Kind regards,

Heinz W. Engl,
Rector

Susanne Weigelin-Schwiedrzik,
Vice-Rector for Research and
Career Development

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Scientific Advisory Board (SAB)

Terms of Reference



1. Each Faculty/Centre should be advised by a Scientific Advisory Board (SAB) regularly and in general terms on the scientific profile and organisational development of the Faculty/Centre and its subunits, as well as in the preparation of its *Development Plan*. This task of the SAB is separate from any periodic evaluations (“informed peer review”) undertaken by the University. The SAB will not undertake any formal evaluations.
2. The SAB consists of 3-5 members, proposed by the Faculty/Centre on the basis of their scientific, administrative and leadership experience in fields covering those of the Faculty/Centre and appointed by the Rectorate for terms of four years, renewable once.

3. The SAB selects a Chairperson among its members. The Dean, in coordination with the Chairperson, sets the dates and draft agendas of the SAB meetings. The Chairperson chairs the SAB meetings and is supported by the Dean's Office in issuing any resulting SAB reports or recommendations in a timely manner.
4. The SAB shall meet physically at least once every year. Additional meetings in person or by correspondence may be held, if required, to support the Faculty/Centre on the preparation of development plans and other documents of importance for strategic planning. Meetings with members of the Rectorate are welcome.

5. In conjunction with its formal meetings, the SAB is also encouraged to hold face-to-face meetings with the subunits of the Faculty/Centre and their (junior and senior) staff and students to discuss and remain informed of current developments and concerns.
6. As part of its vision for the future of the Faculty/Centre, the SAB may advise on desirable improvements in the composition of the scientific staff, including the scientific directions to be driven by future openings for full professors and tenure track positions. SAB members with appropriate backgrounds may be asked to participate in search committees for candidates for such positions.

7. The SAB will report its findings and recommendations to the Dean; parts of the report may be forwarded to the Rector. Normally, SAB reports will be disseminated within the Faculty and may be discussed within faculty conferences. If needed, the SAB may make confidential comments on specific issues to the Dean.
8. At least a month before its next meeting, the SAB shall receive a succinct report from the Faculty/Centre on actions taken in response to its previous recommendations.

The University of Vienna Today

Strategic Aspects

Overview

The University of Vienna was founded by Duke Rudolph IV in 1365. It is the oldest university in the German-speaking world and **one of the largest in Central Europe**. The University of Vienna celebrates its **650th anniversary** in 2015.

Currently, about **92,500 students** are enrolled at the University of Vienna. 187 degree programmes can be taken in 55 bachelor's, 116 master's, 4 diploma and 12 doctoral/PhD programmes. With **9,500 employees, 6,700 of whom are academics and about 1,000 of whom are financed with the aid of third-party (i.e. external) funding**, the University of Vienna is the largest teaching and research institution in Austria.

The University of Vienna is a research university which enjoys an excellent international reputation in many research areas. However, it is also, in some sub-disciplines, a mass university with an enormous teaching load. Under these circumstances, the University of Vienna

therefore has to cope with the special challenge of delivering top research achievements under **significant budget constraints** (as indicated below). The annual budget in 2012 was **EUR 522 million** (comprising EUR 379 million (80%) in federal government funding, EUR 6 million from tuition fees, EUR 46 million in federal reimbursement of costs for the loss of tuition fees and EUR 77 million in third-party funding).

The research profile of the University of Vienna is marked by **interdisciplinary cooperation** within faculties, between faculties, and with different universities and universities of applied sciences. However, interdisciplinarity only has high innovation potential where it is based on excellent disciplinary research and at the same time, goes beyond and newly defines the boundaries of the involved fields and disciplines. In addition, the research profile of the University of Vienna is inseparably linked to the courage and confidence of its academic staff

to strive to make an extraordinary contribution to the development of academic knowledge and to venture into **risky research areas** that are not universally recognised. This kind of non-mainstream research can only prosper in a pluralistic environment and cannot be planned in advance. It is a major aim of the University to create an environment for researchers where they have the opportunity to propose innovative and distinct approaches of risky research for discussion and where they have the chance to implement their plans following an intense evaluation process and discussion. Last but not least, the research profile of the University of Vienna is also characterised by researchers addressing the **great challenges of our time**. Although we are dedicated to providing researchers with the freedom to develop their fields according to the inner logic of scientific development, we also see the need and possibility to develop our understanding of the material and immaterial world by responding to the needs of societies.

Research and teaching are intrinsically related to each other. Research is both a leading factor in the design of the degree programmes and the concrete contents of what is being taught. The place in the University where this fundamental idea is put into practice is the 19 faculties and centres which cover a wide range of disciplines: from Catholic and Protestant theology, law, business and economics, computer science, historical and cultural studies, philological and cultural studies, philosophy and education, psychology, social sciences, mathematics, physics, chemistry to earth sciences, geography, astronomy, life sciences, translation studies, sport science, molecular biology and teacher education. The University of Vienna has **more than 60 locations**, its centre being the historic Main Building on the Wiener Ringstrasse. This building houses the university management,

the main library, administrative institutions, various departments and some of the deans' offices, as well as many lecture halls, such as the Audimax, the largest lecture hall in the University offering seats for 1,500 students. Another important centre is the University Campus nearby, where most of the humanities departments, in addition to the new Hörsaalzentrum (lecture room centre) are located. Other university departments are grouped in the vicinity, such as the University Centre (for natural and life sciences) in Althanstrasse, the Business, Economics and Mathematics Centre on Oskar-Morgenstern-Platz, the Juridicum (Law School) in Schottenbastei, and the building in Schenkenstrasse behind the Burgtheater. Other university sites of major importance are the Campus Vienna Biocenter in Dr.-Bohr-Gasse and the Sport Centre Auf der Schmelz.

The University of Vienna has always been strongly oriented towards **international** research and teaching and therefore is continuing its efforts to maintain strong network relationships with important universities from many other countries. It is part of the European ERASMUS/SOCRATES Programme and member of several international networks such as ASEA-UNINET, the Network of Universities from the Capitals of Europe (UNICA), and the European University Association (EUA). The University of Vienna has an ERASMUS-Partnership with 350 out of 363 universities in Europe. With more than 20% of its students, approximately 40% of its pre-docs and 60% of its post-docs coming from outside of Austria, the University of Vienna is a truly international university. Students from approximately 130 countries attend more than 10,000 lectures and courses at the University of Vienna every year. Among the professors appointed during the last years approximately 60% come from countries other than Austria.



The Financial Situation of the University of Vienna

The basic economic conditions of the University of Vienna are decisively influenced by the performance agreements that are concluded with the Federal Ministry of Science and Research: in 2010 federal revenues (including reimbursement of costs for the loss of tuition fees) accounted for some 80 % of its total revenues. Although federal revenues have risen continuously in recent years, a comparison with the University of Vienna's performance in research and teaching reveals that the growth in federal revenues has neither kept pace with the increase in student figures nor with the growth in third-party funding.

Performance agreements – and the global budgets specified in them – do not reflect the continuous rise in student figures, resulting in a de facto decline in the funding contribution per student since 2004:

A similarly problematic development can be observed in the field of third-party funded research and its relationship to the state sponsored global budget: by 2010 revenues from third-party funds successfully applied for by the researchers of the University increased by 43 % in comparison to the year 2007. However, the global budget provided by the federal government only increased by roughly 10 % during the same period.

This development is alarming in so far as basic equipment in research definitely has to be funded from the global budget because these costs are usually not reimbursed by third-party funders. Stronger growth of third-party funding compared to the growth of the global budget therefore causes the full cost coverage of third-party-funded projects to increasingly strain the global budget.

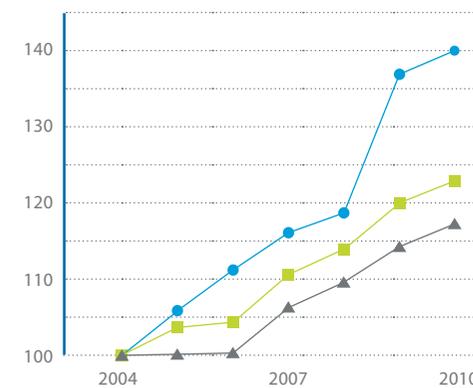


Diagram 1: Change in student figures and change in global budget (2004 = 100).

- Students
- Sum total of global budget, tuition fees and reimbursement of costs
- ▲ Global budget

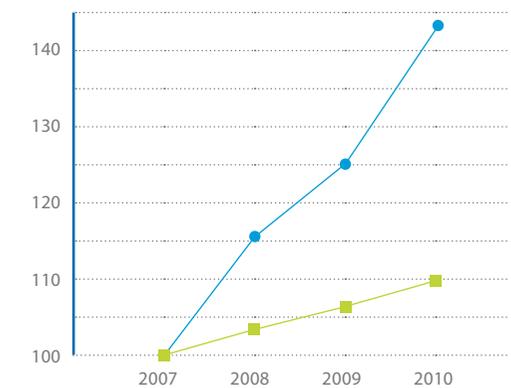


Diagram 2: Change in third-party funds according to the Wissensbilanz and change in the global budget from federal funds excluding cost reimbursement for tuition fees (2007 = 100).

- Change in third-party funds
- Change in global budget

Despite these alarming developments, the University of Vienna has considerably expanded its activities in teaching and research in recent years. The above-mentioned increase in federal revenues has been used in particular to increase the number of full professor positions and for enhancing the investment capacity of the University.

With regard to the financial capacity of the University of Vienna, the objective must be to create sustainable financial framework conditions to guarantee the quality of teaching and research. Since it gained full legal capacity in 2004, the University of Vienna has achieved slight surpluses and thus shows sufficient financial capacity to continue its investment activities and largely meets its statutory obligations in the field of occupational health and safety, for example. Nevertheless the financial capacity of the University of Vienna can only be maintained if it receives sufficient federal funding. It is indispensable, in particular, to relate the amount of federal funding for the University of Vienna to the development of student figures and research achievements.

In terms of its size, the University of Vienna is much bigger than any other university in Austria. More than 30 % of all students enrolled into universities in Austria study at the University of Vienna. However, the funding provided by the Government is so far limited to only a little more than 14 % of the total university budget of the Ministry of Science and Technology. Comparing the University of Vienna to institutions of similar standing and size abroad, such as the Ludwig Maximilian University of Munich (LMU Munich) and the University of Zurich the situation is even more disadvantageous. Although all three universities are the largest universities in their respective countries, regard themselves as top-level research

universities and provide a wide range of subjects, they show considerable disparities with regard to the total amount of their financial resources and resulting consequences.

At the University of Vienna, the student-teacher ratio is 266:1, whereas the LMU Munich and the University of Zurich boast ratios which are in line with international standards. The disparity in student-teacher ratios is also reflected in the budget per student: the LMU Munich and the University of Zurich both have a higher budget available per student by factors of 1.7 and 4.4 respectively.

Despite this high degree of pressure in terms of student/teacher ratio, professors at the University of Vienna are remarkably active in the field of third-party funded research and have greatly contributed to the improvement of the University in research performance as evidenced amongst others by the continuously increasing number of publications of the University of Vienna in the Web of Science (Thomson Reuters). The academic reputation of the University of Vienna's researchers is also emphasised by the large number of highly cited joint publications with renowned institutions such as the Massachusetts Institute of Technology, Harvard University and the institutes of the Max Planck Society.

However, the respective share of third-party funding in the overall budget is higher at the University of Zurich and the LMU Munich than at the University of Vienna. This can also be attributed to the fact that, taking the country's size into account, the Austrian Science Fund (FWF) funding is significantly lower than funding provided to the German Research Foundation (DFG) and the Swiss National Science Foundation (SNF). Furthermore, the respective



economic environment and resulting additional funding options play a major role. Particularly in view of implications for the budget, the number of third-party funds acquired in competition with other Austrian and foreign universities and research institutions, as well as the number of renowned academic prizes and grants for outstanding young scholars in recent years, testify to the University's success and growing international competitiveness (August 2013: 21 ERC Grants).

In summary it can be said that, despite difficult framework conditions, the University of Vienna has been able to improve its position in the international research landscape. To be able to maintain its competitive position at international level, the University of Vienna needs funding that stands up to international comparison. Only in this way will the University be able to attract excellent researchers and utilise its full potential in research, both in the short and long term.

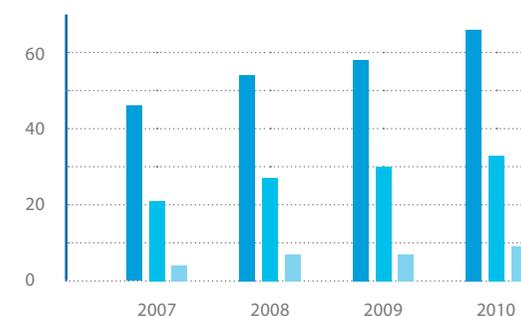
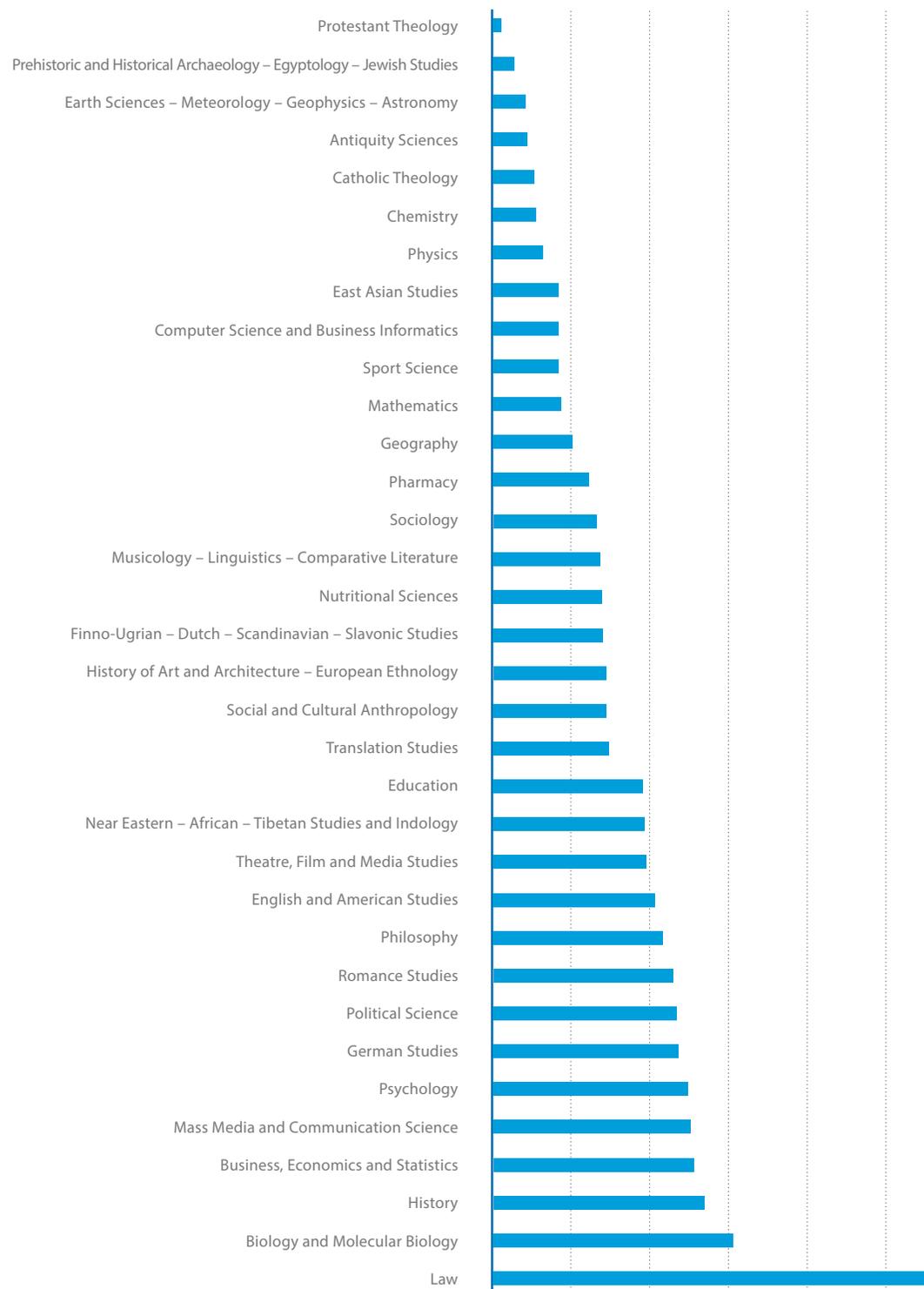


Diagram 3: Development of third-party funding according to the *Wissensbilanz* in € m.

- Third-party funds
- Third-party funds FWF
- Third-party funds EU



Despite the prevailing framework conditions – above all the student-teacher ratios which are particularly unfavourable compared to other institutions at the international level – it has been possible to increase the number of graduates in recent years. With more than 10,000 graduates, the University reached an all-time high in the year 2012. In the same period, the share of female students has remained constant at more than 65 %.

The Austrian Government envisages (albeit with no fixed timeline yet) the step by step introduction of a new funding system for the universities. As a step towards raising budgets, it is planned to cover both teaching and research, as funding components. Parallel to this, the improvement of student-teacher ratios according to international standards was enshrined as a legal objective in the 2009 Amendment to the Universities Act.

In the future, the funding of teaching is planned to be based on teaching capacity, which means that the Federal Government will provide funds for every student admitted to a degree programme who has taken a certain number of exams during the first semester. These funds are planned to be defined according to international student-teacher ratios and infrastructural requirements.

Diagram 4: Current number of students in winter semester 2011/12 (a total of 7,380 students in teacher education programmes are included under the respective directorates of studies).

A Strategic Focus for 2013/14

Teacher Education

In its capacity as Austria's largest teacher education institution, the University of Vienna also exerts substantial influence on the secondary education of future generations. Well-qualified teachers are of decisive importance for the next generation's school-based education because, through their teaching, the course is set for the future of these young people and consequently for society as a whole.

The University of Vienna offers a wide range of 26 subjects for 10,600 students in its teacher education programme. The fundamental prerequisite for the acquisition of the teaching diploma is that teachers are optimally qualified in the subject's content and methods in line with academic standards. In addition, students need to acquire academic-level educational competences, as well as other competences, such as an appropriate teaching style for secondary education and subject-specific didactics. To implement these plans efficiently and improve the organisation of teacher education, the University of Vienna has recently established an organisational unit, the Centre for Teacher Education.

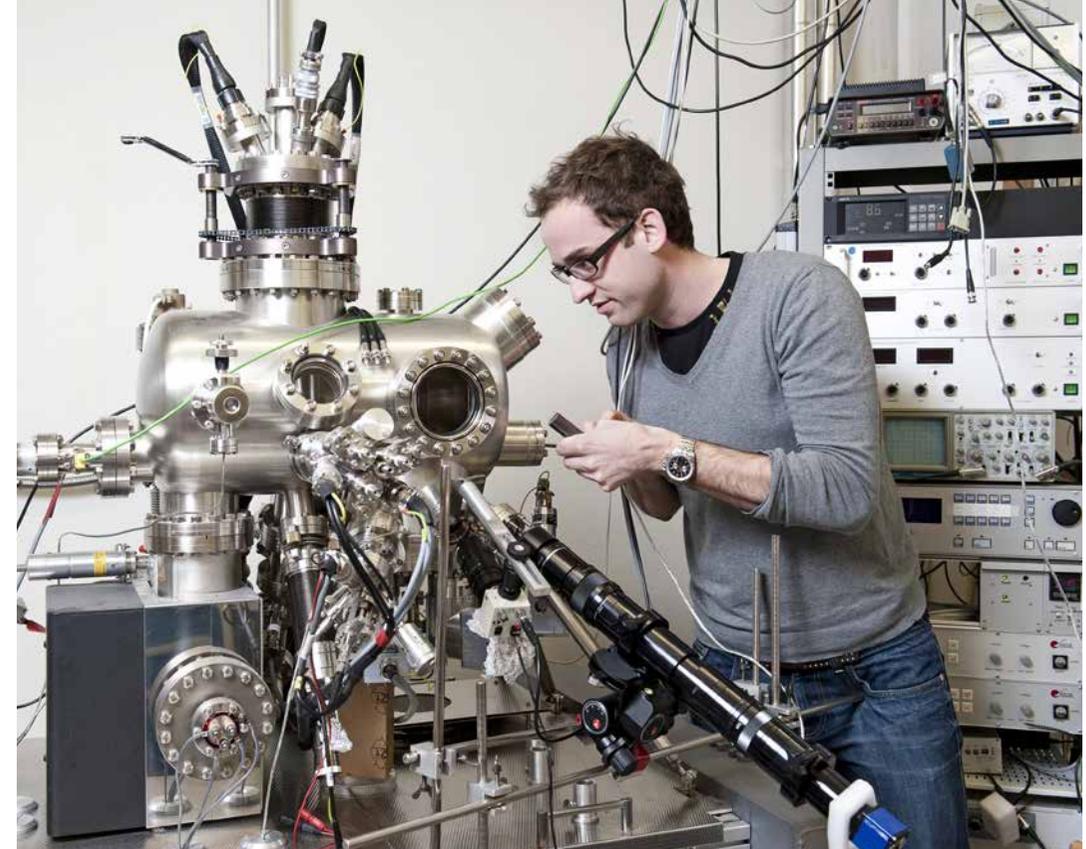
In the course of the academic year 2013/14, the University of Vienna will completely redesign its teacher education programmes according to the Bologna framework. At the same time, the University's curricula have to comply with federal law which has also just recently been changed. These new programmes will start at the beginning of the winter semester 2014. Furthermore, in line with the lifelong learning principle, the continuing education of teachers will be developed into a form of university-based education. This will be a new direction for Austria as previously only teacher training colleges had the privilege to provide continued education for all teachers.

Doctoral Training

Doctoral candidates are early stage researchers and as such of vital importance for the development of research at the University of Vienna. Graduate students who are working on doctoral projects with the aim of qualifying for a research career are therefore given special support. It is the aim of the University to promote independent minded and innovative researchers who enter the academic profession with research results that make a substantial contribution to developing their respective fields of study.

With the winter semester 2009/2010 doctoral studies were restructured according to the Bologna framework. The legal basis for all 12 doctoral/PhD curricula is the 2002 Universities Act and the Statutes of the University of Vienna pertaining to study programmes (for a list, see appendix). All new doctoral curricula share the following characteristics:

- ▶ Programme duration of 3 years;
- ▶ Submission of the completed form „Registration of the topic of the doctoral thesis and the supervisors“ (including a proposal for the doctoral thesis) and approval by the administrative body responsible for study matters within the first year after admission to the programme;
- ▶ Public presentation of the doctoral project before a faculty committee;
- ▶ Signing of a doctoral thesis agreement subsequent to the public presentation;
- ▶ Writing of a doctoral thesis;
- ▶ Public defence of the doctoral thesis in the presence of a chosen panel after positive assessment by mostly external reviewers.



However, there is still a substantial number (ca. 50 %) of doctoral students in the “old” doctoral degree programmes. Currently there are approximately 10,000 doctoral students enrolled at the University, of which ca. 3,000-3,500 can be considered as doctoral candidates actively pursuing their projects. Ca. 1,600 doctoral students are receiving funding by either the University or from external sources (e.g. funding by the FWF in the form of third-party funded research projects or doctoral colleges (DK)).

As part of its effort to increase the number of funded doctoral students, the University of Vienna introduced a new funding scheme called uni:docs in 2013. This programme is designed to be an add-on to existing funding schemes. It is an individual scholarship programme which aims at financing excellent doctoral candidates for a period of three years. The scholarship will provide outstanding early stage researchers with conditions that allow them

to focus exclusively on their research and thus make substantial contributions to their respective fields. The fellowship programme is offered once a year, with fellowships being awarded on the basis of a multilevel selection process. In the fall of 2013 the first 25 qualified doctoral candidates will start their projects at the University of Vienna.

Governance and Autonomy

The University of Vienna has undergone significant changes in recent years also with regard to its management structure and the degree of autonomy it enjoys. Historically speaking, the University has had to adapt to three Universities Organisation Acts since 1975:

- ▶ Under the 1975 Universities Organisation Act (UOG 1975), which governed the University until 1999, the University was a subunit within the overall state structure. Decision-making at the University took place in a large number of collegial bodies that allowed for the participation of large groups of university staff and students. However, the most important decisions (e. g. the appointment of professors) were ultimately reserved for the Federal Ministry of Science and Research.
- ▶ The 1993 Universities Organisation Act (UOG 1993), which governed the University only from 2000 to 2003, already reduced the decision-making power of the Federal Ministry and transferred certain decisions to the University, while balancing internal decision-making power between collegial bodies and responsible officers. The departments of the University (111 excluding those of the Faculty of Medicine) enjoyed a certain level of autonomy vis-à-vis university leadership. The University continued to be part of the overall state structure.

▶ Under the 2002 Universities Act (UG), which has governed the University since 2004, the University is a separate legal entity, distinct from the State. Pursuant to this Act, the former Faculty of Medicine of the University of Vienna was reorganised as a separate university. Key aspects of this Act include:

- ▶ Universities are no longer agencies of the State without legal capacity; they enjoy a high level of autonomy vis-à-vis the State, but remain in the domain of public law and are “legal persons under public law”.
- ▶ The triangle of Rectorate, University Board and Senate constitute the university leadership.
- ▶ The Federal Government is responsible for providing the basic funding of the University in the form of the so-called ‘global budget’. Resources are allocated on the basis of performance agreements. To some extent the budget is dependent on performance indicators. However, the Federal Government is no longer liable for the debts of the University. The financial affairs of the University are managed by the Rectorate and supervised by the University Board.
- ▶ Universities are free to determine their own strategic goals, their internal organisation structure, their degree programmes and can appoint their own academic and administrative personnel.

However, matters concerning degree programmes continue to be regulated by federal law. In general, the University cannot limit the number of students, but must accept every eligible student, a rule which also applies to doctoral candidates. Public universities in Austria charge a small tuition fee on a per-semester basis depending on whether the student is a citizen of an EU member state or not.

Currently all students from EU countries are exempted from paying tuition fees at public universities. Only students who exceed the period of study defined in the curriculum by more than two semesters and students from non-EU countries have to pay tuition fees (EUR 363.36 or EUR 726.72 respectively, per semester).

University Governance

Rectorate

The Rectorate manages the University and develops the strategic guidelines for the University which are specified in the *Development Plan*, the performance agreements with the Federal Minister and the target agreements with the faculties/centres, directors of studies and university divisions. The Rectorate consists of the Rector and up to four vice-rectors.

For the October 2011–September 2015 term of office, the Rectorate consists of Rector Heinz W. Engl, Vice-Rector Susanne Weigelin-Schwiedrzik (Research and Career Development), Vice-Rector Christa Schnabl (Student and Educational Affairs), Vice-Rector Heinz Faßmann (Human Resources Development and International Relations) and Vice-Rector Karl Schwaha (Infrastructure).

The University Board

The University Board, whose members must not be employees of the University, elects the Rector and the vice-rectors for a term of four years and may dismiss them for good cause. It approves the *Development Plan* drawn up by the Rectorate. It approves the guidelines for financial management, appoints an auditor to audit

All three bodies constituting the university leadership are supported by their closely cooperating offices. More specifically, the Office of the Rectorate supports the Rector and vice-rectors in the preparation and implementation of strategic decisions; the Office of the University Board organises the meetings of the University Board and supports all of its members in fulfilling their duties; and the Office of the Senate supports all appointed members of the Senate, especially in the development of curricula for degree programmes and in study-related legal matters.

the financial statements of the University, and approves any non-current liabilities. The University Board consists of nine members, four appointed by the University and four appointed by the Federal Government. The ninth member is elected by the eight appointed members. The current University Board is active until February 2018 and is headed by Dr. Eva Nowotny.

Senate

The Senate prescribes the curricula for the degree programmes, participates in procedures for awarding an authorisation to teach (*venia docendi*, habilitation) and in procedures for the appointment of professors. For these matters, the Senate establishes collegial bodies. The Senate is elected by the members of the University for a duration of three years.

Of its 18 members, 9 are professor representatives, 4 are elected representatives of academic staff (excluding professors), 4 are student representatives and one member is from the non-academic university staff. The current Senate is active from October 2013 until September 2016 and is headed by Prof. Gabriele Kucsko-Stadlmayer.



Financial Autonomy

Performance Agreements

Every three years, the Federal Ministry of Science and the Rector conclude a performance agreement which defines the global budget to be allocated to the University for the next three-year period and the targets to be achieved by the University. The University Board has to accept the draft of the performance agreement and agree to the result of the negotiation process. Once a performance agreement is signed, the universities are free, within the limits of their tasks and the performance agreements, to use their global budgets as they see fit.

The Rectorate has to prepare a performance report/intellectual capital report (containing several indicators which are defined by regulation of the Minister) and financial statements every year.

Target Agreements

On the basis of the aforementioned performance agreement between the Federal Ministry of Science and Research and the Rectorate either annually or every two years, target agreements are signed by the Rector and the heads of the faculties and centres which define their budget allocations. In studies and teaching matters, the target agreement is concluded between the Rectorate, the heads of the faculties and centres, and the directors of studies in the relevant fields of study.

On the basis of the target agreements, the deans of the faculties or centres allocate resources to the subunits and supervise the performance of the subunits as part of the annual discussions with professors and all habilitated staff members.

Staffing Autonomy

As part of its autonomy, the University is free to decide on the number of employees, and their level of qualification, and is only limited by the budget available (and by the restrictions of labour law). As a consequence of the 2002 Universities Act, all new members of staff hired since 2004 are on either fixed-term or permanent contracts and are no longer federal civil servants.

When there is a vacancy, the Head of the Faculty or Centre decides whether a post is to be advertised in the same subunit (department) or at another subunit. He/she decides (with the consent of the Rectorate) whether one or more posts of different skill levels are advertised, or whether the budget for the posts is diverted for other purposes. The available types of employment contracts (including the possibility for tenure track), the respective amount of salary and related matters are regulated in a legally-binding collective agreement for all Austrian universities. Alongside these university employees, there is still a non-negligible, albeit declining number of federal civil servants who are assigned to service at the University.

The collective agreement requires the University to draw up an internal structure plan, which has to contain, for each faculty and centre, the number of tenure track positions that may be advertised at this Faculty/Centre. This internal structure plan is prepared in annual meetings between the Head of the Faculty or Centre and the Vice-Rector for Human Resources Development and International Relations against the background of the performance agreement agreed upon with the Federal Ministry.

Tenure Track

At this time, the University has 44 tenure track postdoc positions. This number will grow slowly within the next few years with postdocs on tenured civil service positions, stemming from the situation before 2004, going into retirement. Tenure track positions are advertised by the Rectorate of the University and open to postdocs two years after graduation from their doctoral studies. Tenure track positions must be advertised in an internationally visible procedure (similar to positions for university professors).

The selection process includes external evaluation of the candidates and dual decision making at the level of the Vice-Rector for Research and Career Development, as well as the Vice-Rector for Human Resources Development and International Relations. Successful candidates will be offered a contract defining their rights and duties during up to two initial years as assistant professors in the respective subunits. During these two years the Dean can decide together with the professors of the respective fields whether or not to offer tenure to the assistant professor. If yes, the University will sign a qualification agreement with the postdoc in which he or she defines the field of research and the indicators for a successful career for the next four years.

Upon positive evaluation at the end of the qualification period, the assistant professor will be promoted to associate professor. The personnel profile of a tenure track position is thus characterised by the fact that the holder of such a position is entrusted with research and teaching tasks in the same way as a professor, although his or her position is a tenured position below the level of full professorship. For an associate

professor to advance to the level of full professor, a successful application for one of the professorial positions advertised by the Rectorate is necessary.

Quality assurance plays a vital role when tenure track positions are filled and qualification agreements are concluded and assessed. The appointment proposal submitted to the member of the Rectorate who is responsible for personnel issues is prepared by a panel which is chaired by the member of the Rectorate who is responsible for research and comprises the (Vice-) Dean as well as professors from related fields. The appointment proposal is based on a comparative international appraisal. International reviewers are also involved in the assessment of the fulfilment of qualification agreements.

Appointment of Professors

In order for a full professor position to be allocated on a permanent basis for longer than five years or for an initially limited time with the possibility of permanent extension, the subject dedication of each specific position must be specified in the *Development Plan* of the University. Based on input received from the faculties and centres, and taking into account the view of their respective scientific advisory boards, the Rectorate includes the position with a specific denomination in the *Development Plan*. All positions are publicly advertised in Austria and abroad by the Rectorate.

Nominated by the professors in the respective department, the professorial members of the Senate appoint at least two reviewers, of whom at least one must be external for the selection process. The Rector nominates another external reviewer. Furthermore, the Senate appoints an appointment committee which has a fixed

ratio of members from all different strata of the University. While reviewers are not members of the appointment committee, the appointment committee is required to ask for external evaluation of all candidates who formally abide by the requirements given in the advertisement of the position and to base its decision on the list of invited candidates on the reviewers' expert opinions. Upon approval of the list by the Vice-Rector for Research and Career Development on behalf of the Rector and the consent of the Committee for Gender and Diversity, candidates are invited to give public presentations at the University of Vienna and to introduce themselves at least to members of the department and departments of related fields, if not to other staff members.

Based on the reviewers' expert opinions, as well as on the performance of the candidate during the public and non-public lectures and discussions, the appointment committee draws up a shortlist of the three most suitable candidates for the advertised professorship, giving reasons for its decision in a report submitted to the Rector.

The Rector selects the successful candidate from the shortlist, following a final double check by the Unit of Quality Assurance of the University, or else remits the shortlist to the appointment committee if he comes to the decision that the appointment committee has not chosen the most suitable candidates. The Rector has the right to select one among the three short-listed candidates for a formal job offer. He then conducts the contract negotiations and concludes the employment contract including the resources allocated to the professorship with him/her together with the Head of the Faculty or Centre. There is no longer any involvement of the Ministry of Science and Research in the process of appointing professors.

For a professor to be appointed for a period not exceeding five years, there is a simplified appointment procedure. Extension of such an appointment is only permissible following an appointment procedure as described above.

Habilitation

Provided that there is evidence of outstanding academic credentials, as well as teaching ability, the University may award an authorisation to teach (*venia docendi*, habilitation) for an entire academic subject. In 2012, 55 candidates successfully went through the process of habilitation at the University of Vienna.

The habilitation thesis is either a monograph or a selection of already published papers submitted for evaluation by the habilitation committee. The quality of the submitted thesis or papers must be of impeccable methodological quality, contain new academic insights and demonstrate the candidate's command of the habilitation subject and his/her ability to promote research in the respective field.

Nominated by the professors in the respective department or faculty, the professorial members of the Senate appoint at least two specialists as subject reviewers, of whom at least one must be external and who must be at least formally qualified at the same level as the candidate. Additionally, an internal expert opinion is required to assess the teaching experience of the candidate. Furthermore, the Senate appoints a habilitation committee which includes members from all groups of academic employees of the University as well as student representatives. While reviewers are not members of the committee, the committee is required to base its decision on the reviewers' expert opinions and other opinions received. Professors of adjacent

fields have the right to comment on the candidate even if they are not members of the committee. Student members of the committee are entitled to comment in oral or written form on the teaching abilities of the candidate.

In general, the habilitation neither modifies an existing employment contract nor grants the right to employment at the University of Vienna.



Organisational Autonomy

As of 1 January 2013, the University of Vienna implemented its new *Organisation Plan* improvements based on recommendations given by an international peer evaluation.

University Management

- ▶ University Board
Office of the University Board
- ▶ Rectorate
Office of the Rectorate
- ▶ Senate
Office of the Senate

15 Faculties and 4 centres

Faculty of Catholic Theology
Faculty of Protestant Theology
Faculty of Law
Faculty of Business, Economics and Statistics
Faculty of Computer Science
Faculty of Historical and Cultural Studies
Faculty of Philological and Cultural Studies
Faculty of Philosophy and Education
Faculty of Psychology
Faculty of Social Sciences
Faculty of Mathematics
Faculty of Physics
Faculty of Chemistry
Faculty of Earth Sciences, Geography
and Astronomy
Faculty of Life Sciences
Centre for Translation Studies
Centre for Sport Science and University Sports
Centre for Molecular Biology
Centre for Teacher Education

Interest Groups

Works Council for the General University Staff
Works Council of the Scientific Staff
Austrian National Union of Students

Research Platforms

17 Research Platforms

Study Law and Study Organisation

Studienpräses
48 Directorates of Studies

Divisions

Vienna University Library and Archive Services
Accounting and Finance
Research Services and Career Development
International Office
Public Relations
Human Resources and Gender Equality
Postgraduate Center
Facility and Resources Management
Teaching Affairs and Student Services
Conference and Event Management
Vienna University Computer Center
Professors' Appointment Consulting Service
Internal Audit

Quality Assurance

Special Bodies

Equal Opportunities Working Party
Arbitration Committee

Faculties, Centres and their Internal Structure (Subunits)

As part of its autonomy, the University is free to decide on the number of employees, and their level of qualification, and is only limited by the budget available (and by the restrictions of labour law). As a consequence of the 2002 Universities Act, all new members of staff hired since 2004 are on either fixed-term or permanent contracts and are no longer federal civil servants.

When there is a vacancy, the Head of the Faculty or Centre decides whether a post is to be advertised in the same subunit (department) or at another subunit. He/she decides (with the consent of the Rectorate) whether one or more posts of different skill levels are advertised, or whether the budget for the posts is diverted for other purposes. The available types of employment contracts (including the possibility for tenure track), the respective amount of salary and related matters are regulated in a legally-binding collective agreement for all Austrian universities. Alongside these university employees, there is still a non-negligible, albeit declining number of federal civil servants who are assigned to service at the University.

The collective agreement requires the University to draw up an internal structure plan, which has to contain, for each faculty and centre, the number of tenure track positions that may be advertised at this Faculty/Centre. This internal structure plan is prepared in annual meetings between the Head of the Faculty or Centre and the Vice-Rector for Human Resources Development and International Relations against the background of the performance agreement agreed upon with the Federal Ministry.

Directors of Studies

With the implementation of the 2002 Universities Act, the University of Vienna has adopted a matrix structure (comparable to the University of Amsterdam). Degree programmes often provide for courses (compulsory or elective) from different faculties/centres. Therefore, the degree programmes and the directors of studies, who are responsible for one or more degree programmes (for a list of the directors of studies, see appendix) are not tied to faculties and centres but have their own structure. Depending on the number of students, directors of studies either supervise a bigger study programme or several smaller studies. As managers of the study organisation and the course of the study programme, they are an interface between students, professors and the university administration. Directors of studies are responsible for a group of various degree programmes. They organise the preparation of the curriculum and also offer mentoring to students in legal and organisational aspects. They are tasked with the planning and organising of the degree programme and examination procedures, the selection of external teaching personnel as well as the quality management of courses and lessons. They must guarantee that students can proceed with their studies without delay. However, they do not have the right to impose the content taught in the courses upon teaching personnel.

The directors of studies and the vice-deans responsible for teaching in the faculties/centres affected, as the case may be, work closely together. The Director of Studies is advised by a Studies Conference, consisting of an equal number of representatives of the teaching staff and of student representatives, and pursues his or her task under the direct leadership of the Vice-Rector for Student and Educational Affairs.

Research Platforms, Research Centres and Research Networks

In order to underline its research profile, the University initiated the instrument of research platforms, research centres and research networks for the advancement of especially innovative research areas and interdisciplinary research projects. Research platforms are established on the basis of an international peer-review assessment organised by the Rectorate, for a limited period of time (initially for three years), with an option of one extension (limited to three more years) after a positive interim assessment. The research projects pursued by research platforms have to be of the highest standard, and must open up new perspectives and develop research questions beyond scientifically already well-established fields. After six years, extremely successful and important research areas developed by research platforms can take the form of a more sustainable research centre. Research networks are a comparatively informal way of bringing researchers from adjacent disciplines together to enhance communication and exchange between different fields of research dedicated to areas of common interest such as environmental science, gender studies, etc.

Currently there are 17 research platforms and 2 research networks active at the University of Vienna (for a list, see appendix).

Administrative Support

Administrative support at the University of Vienna is organised under 14 divisions that serve the University and help to implement the policies of the Rectorate alongside the Office of the Rectorate. They work under the direct leadership of the respective vice-rectors or the Rector. As part of a yearly procedure they conclude target agreements with the Rector.

The Unit of Quality Assurance was set up in the process of implementing the 2002 Universities Act. It is part of the University's administrative structure, however enjoys a higher degree of independence than the 13 other divisions.

- ▶ Vienna University Library and Archive Services
- ▶ Accounting and Finance
- ▶ Research Services and Career Development
- ▶ International Office
- ▶ Corporate Communications
- ▶ Human Resources and Gender Equality
- ▶ Postgraduate Center
- ▶ Facility and Resources Management
- ▶ Teaching Affairs and Student Services
- ▶ Conference and Event Management
- ▶ Vienna University Computer Center
- ▶ Professors' Appointment Consulting Service
- ▶ Internal Audit

- ▶ Quality Assurance



Appendices

Faculties and Centres of the University of Vienna

- | | |
|--|---|
| 1. Katholisch-Theologische Fakultät Faculty of Catholic Theology | 13. Fakultät für Chemie Faculty of Chemistry |
| 2. Evangelisch-Theologische Fakultät Faculty of Protestant Theology | 14. Fakultät für Geowissenschaften, Geographie und Astronomie Faculty of Earth Sciences, Geography and Astronomy |
| 3. Rechtswissenschaftliche Fakultät Faculty of Law | 15. Fakultät für Lebenswissenschaften Faculty of Life Sciences |
| 4. Fakultät für Wirtschaftswissenschaften Faculty of Business, Economics and Statistics | 1. Zentrum für Translationswissenschaft Centre for Translation Studies |
| 5. Fakultät für Informatik Faculty of Computer Science | 2. Zentrum für Sportwissenschaft und Universitätssport Centre for Sport Science and University Sports |
| 6. Historisch-Kulturwissenschaftliche Fakultät Faculty of Historical and Cultural Studies | 3. Zentrum für Molekulare Biologie Centre for Molecular Biology |
| 7. Philologisch-Kulturwissenschaftliche Fakultät Faculty of Philological and Cultural Studies | 4. Zentrum für LehrerInnenbildung Centre for Teacher Education |
| 8. Fakultät für Philosophie und Bildungswissenschaft Faculty of Philosophy and Education | |
| 9. Fakultät für Psychologie Faculty of Psychology | |
| 10. Fakultät für Sozialwissenschaften Faculty of Social Sciences | |
| 11. Fakultät für Mathematik Faculty of Mathematics | |
| 12. Fakultät für Physik Faculty of Physics | |

Study Programmes

1. Catholic Theology
2. Protestant Theology
3. Law
4. Business, Economics and Statistics
5. Computer Science and Business Informatics
6. Prehistoric and Historical Archaeology
Egyptology – Jewish Studies
7. History
8. History of Art and Architecture –
European Ethnology
9. Antiquity Sciences
10. German Studies
11. Romance Studies
12. English and American Studies
13. Finno-Ugrian Studies – Dutch Studies –
Scandinavian Studies – Comparative Literature
14. Near Eastern Studies – African Studies –
Tibetan Studies and Indology
15. East Asian Studies
16. Musicology – Linguistics
17. Theatre, Film and Media Studies
18. Philosophy
19. Education
20. Psychology
21. Political Science
22. Mass Media and Communication Science
23. Sociology
24. Social and Cultural Anthropology
25. Mathematics
26. Physics
27. Chemistry
28. Earth Sciences – Meteorology-Geophysics –
Astronomy
29. Geography
30. Biology
31. Molecular Biology
32. Pharmacy
33. Nutritional Sciences
34. Translation Studies
35. Sport Science
48. Slavonic Studies
49. Teacher Education

Doctoral Study Programmes

36. Doctoral programme in Catholic Theology
37. Doctoral programme in Protestant Theology
38. Doctoral programme in Law
39. PhD programme/doctoral programme
in Business, Economics and Statistics
40. Doctoral programme in Social Sciences
41. Doctoral programme in Historical and
Cultural Studies
42. Doctoral programme in Philological
and Cultural Studies
43. Doctoral programme in Philosophy
and Education
44. Doctoral programme in Natural
and Technical Sciences
45. Doctoral programme in Earth Sciences,
Geography and Astronomy
46. Doctoral programme in Psychology
47. Doctoral programme in Life Sciences

Research Platforms

- ▶ **“Elfriede Jelinek: Texts – Contexts – Reception”**
(Faculty of Philological and Cultural Studies, Faculty of Historical and Cultural Studies, Faculty of Social Sciences)
Head: Pia Janke
- ▶ **“Quantum Phenomena and Nanoscale Biological Systems”**
(Centre for Molecular Biology, Faculty of Physics)
Head: Alipasha Vaziri
- ▶ **“Marine Rhythms of Life”**
(Centre for Molecular Biology, Faculty of Chemistry, Faculty of Life Sciences)
Head: Kristin Tessmar-Raible
- ▶ **“Active Ageing”**
(Faculty of Life Sciences, Centre for Sport Science and University Sports)
Head: Karl-Heinz Wagner
- ▶ **“Cognitive Science”**
(Faculty of Philosophy and Education, Faculty of Historical and Cultural Studies, Faculty of Psychology, Faculty of Life Sciences, Centre for Translation Studies)
Head: Franz-Markus Peschl
- ▶ **“Gödel Research Center”**
(Faculty of Mathematics)
Head: Sy-David Friedman
- ▶ **“Life Science Governance”**
(Faculty of Social Sciences, Centre for Molecular Biology)
Head: Herbert Gottweis
- ▶ **“Department for Ethics and Law in Medicine”**
(Faculty of Protestant Theology, Faculty of Catholic Theology, Faculty of Law; established in cooperation with the Medical University of Vienna)
Head: Ulrich Körtner
- ▶ **“Human Rights in the European Context”**
(Faculty of Law, Faculty of Business, Economics and Statistics, Faculty of Philological and Cultural Studies, Faculty of Psychology, Faculty of Social Sciences)
Head: Manfred Nowak
- ▶ **“Translational Cancer Therapy Research”**
(Faculty of Chemistry)
Head: Bernhard Keppler
- ▶ **“Decoding mRNA Decay in Inflammation”**
(Centre for Molecular Biology, Faculty of Chemistry)
Head: Pavel Kovarik
- ▶ **“Alternative Solvents as a Basis for Life Supporting Zones in (Exo)Planetary Systems”**
(Faculty of Earth Sciences, Geography and Astronomy, Faculty of Physics)
Head: Regina Hitztenberger
- ▶ **“Characterisation of Drug Involved Mechanisms”**
(Faculty of Life Sciences, Faculty of Chemistry)
Head: Claudia Valenta
- ▶ **“Vienna Eastern Europe Forum”**
(Faculty of Historical and Cultural Studies, Faculty of Catholic Theology, Faculty of Law, Faculty of Philological and Cultural Studies, Faculty of Social Sciences, Faculty of Earth Sciences, Geography and Astronomy)
Head: Oliver Schmitt



- ▶ **“Migration and Integration Research”**
(Faculty of Earth Sciences, Geography and Astronomy, Faculty of Law, Faculty of Psychology, Faculty of Social Sciences)
Head: Christoph Reinprecht
- ▶ **“Religion and Transformation in Contemporary European Society”**
(Faculty of Catholic Theology, Faculty of Protestant Theology, Faculty of Law, Faculty of Philological and Cultural Studies, Faculty of Philosophy and Education, Faculty of Social Sciences)
Head: Kurt Appel
- ▶ **“Theory and Practice of Subject Didactics”**
(Faculty of Historical and Cultural Studies, Faculty of Catholic Theology, Faculty of Protestant Theology, Faculty of Computer Science, Faculty of Philological and Cultural Studies, Faculty of Mathematics, Faculty of Physics, Faculty of Chemistry, Faculty of Earth Sciences, Geography and Astronomy, Faculty of Life Sciences, Centre for Sport Science and University Sports)
Head: Alois Ecker

Selected Austrian Research Funding Institutions

- ▶ FWF – Austrian Science Fund: The most important funding body in Austria supports basic research, open to all academic disciplines.
- ▶ OeNB – Oesterreichische Nationalbank, central bank of the Republic of Austria: Open to economics and clinical medicine, as well as social sciences and humanities. Other sciences are not supported.
- ▶ FFG – Austrian Research Promotion Agency: A merger of several, former independent Austrian research agencies with a focus on the support of applied research.
- ▶ WWTF – Vienna Science and Technology Fund: Supports basic research, innovation and application-orientated research.
- ▶ INiTS: Provides seed financing for academic spin-offs. A joint project of the University of Vienna, the City of Vienna and the Vienna University of Technology.
- ▶ EU-funded projects in the 7th Framework Programme and from other European sources.

