

Webster University
The Criteria for Accreditation
Criterion Five: Engagement and Service
Examples of Evidence Worksheet

What data, information, or databases do you have that pertains to:

5A) The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.

We are primarily a teaching institution and we thus put considerable emphasis on interactive teaching methods such as discussion, case studies, simulations, and real-world research projects. In this last regard, we cooperate with many companies and organizations by carrying out real-world research projects for them in our classes. We actively promote such cooperations with the faculty in faculty meetings and retreats. We have also recently held two faculty training workshops on using real-world research projects in teaching. A report on these workshops is included as an appendix in our Faculty Handbook. Several faculty members regularly involve their students in projects sponsored by companies or organizations.

In addition, we serve our constituencies in the following ways:

1. Organizational Commitments:

(for example: institutional partnerships, corporate partnerships, etc)

- Agreement with University of Vienna library to allow Webster students to use their facilities and check out books.
- Partners-in-Education Agreements with various Corporate partners to provide scholarships to Webster students and educational opportunities to employees of donor corporations.
- Agreement with Studentenheim Donauefeld to provide housing to Webster students.
- Agreements with various corporations and public organizations to provide internship opportunities to Webster students.

2. Periodic environmental scanning:

(for example: surveys of new students, communities, local businesses, etc)

- Conduct regular student satisfaction surveys, most recently in Spring 2005 and Spring 2007
- Conducted alumni survey, Spring 2007
- Conduct new student surveys at each New Student Orientation
- Dean Akande conducted a Focus Group survey with a selection of our alumni
- Alumni met with Business faculty to give input on their learning experiences at Webster.

3. Org. attends to diversity of the constituencies it serves:

We do an ongoing program of cultural forums and programs from the various national groups in our student body, such as

- Austrian Cultural Forum
- Balkan cultures evening
- Chinese New Year Celebration
- Iran Cultural Day and New Year Celebration
- Ramadan fast-breaking meal and celebration
- American Thanksgiving dinner for entire Webster-Vienna community, supplemented by international foods cooked by our students

- American 4th of July barbeque and cultural program

4. Outreach programs respond to identified needs:

(i.e. How do you identify needs? Please give examples of needs identified and programs implemented to support that need)

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- Agreements with various corporations and public organizations to provide training and seminars to their employees through our Professional Development Center (PDC).
- Cooperation with the Austro-American Society and the US Embassy to provide public lectures and programs on American themes to the Austrian public.

5. In responding to external constituencies, the organization is well-served by a variety of programs such as continuing education, outreach, customized training, and extensions services:

(i.e. what is the array of extracurricular programs offered? Lecture series, workshops, etc?)

- Organized and conducted an international conference on "Burnout & Job Engagement!" attended by 200 people from various professions (therapists, consultants, human resource professionals, doctors, industrial psychologists, etc.)
- Co-sponsoring of lectures (held at Webster) with the European Business Forum.
- "Leadership Through People Skills" Seminars for the public.

5B) The organization has the capacity and the commitment to engage with its identified constituencies and communities.

1. Effective connections with its communities:

(for example: how do you engage with local communities?)

- The Director is a Board member of the Austrian-American Chamber of Commerce, and regular member of the Austrian-Arab Chamber of Commerce, the Development committee of the American International School, the Rectors Conference of Austrian Private Universities, the European Forum Alpbach, the European Association of International Education. The Director regularly participates in events of these organizations where he interacts with the leaders of Austrian business, government, media, and academia.
- Local Advisory Board
Includes many prominent Austrian business leaders, representatives of govt. and international organizations (see list on our website).
- Adjunct Faculty
Many of our adjuncts hold important positions in Austrian business, academia, and international organizations based in Vienna.

2. Co-curricular activities engage internal campus community with external communities:

- Webster-Art Gallery exhibits local artists and brings their constituency on campus for Exhibition Openings (5 times per year).
- Webster-music concerts: public is invited and attends
(for example: lectures, concerts, etc)
- Public lectures (McCollough, Zimardo, etc.)

3. Educational programs connect students with external communities:

(for example: volunteer programs, internships, etc)

- Community service projects: annual Christmas canned-food drive donated to refugees, Darfur Awareness Project and panel discussion, Pakistan earthquake relief fundraising luncheon, Homeless in Vienna fundraising project, Tsunami victims fundraising project
- Internships
- Vienna Review – students work on the only English-language newspaper distributed in Austria, which is produced at Webster.

4. Effective programs of engagement and service:
 - Webster Works Worldwide

5. Planning processes:

(i.e. How do you make decisions surrounding these kinds of programs? Are there identified goals? Is there budget allocation for such programs?)

- In the budget-making process, each department proposes such activities for the next year and funds are earmarked for them. Specifically, we have budgets for guest speakers, the Art Gallery Exhibitions and Openings, Student Affairs, and Entertainment – all of which are used to fund these activities
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5C) The organization demonstrates its responsiveness to those constituencies that depend on it for service.

1. Collaborative ventures exist:

(please provide examples of your collaboration with constituent groups)

- Responses to companies requesting interns
- HIAS requested interns to help Iranian refugees in Austria

2. Transfer and articulation enhance the mobility of learners:

(i.e. do you have any formal or informal articulation/transfer agreements with local institutions? How do you determine which agreements to pursue? How do you track their effectiveness?)

- MBA partnerships with Comenius University in Slovakia, St. Istvan University in Hungary, and International Business School Styria in Graz, Austria
- Articulation Agreement with the Faculty of Political Science of the University of Vienna for Webster students to enter its doctoral program.

3. Community leaders testify to the usefulness of the organization's programs of engagement:

(i.e. Has your campus been recognized by the local community in a positive way?)

- Official recognition of Webster-Vienna as an Austrian-accredited private university by the Austrian Ministry of Education and the Austrian Accreditation Council.
- Official recognition of the Webster-Vienna MBA by FIBAA, the business school accrediting agency for the German-speaking part of Europe (Germany, Austria, Switzerland).
- Recognition by the Austrian Immigration Service as a legitimate institution for issuing visas to our international students.
- Extensive coverage by local media of Webster events, Graduation, new programs, interviews with Director, Austrian accreditation.
- The current Chancellor of Austria, Dr. Alfred Gusenbauer, visited Webster-Vienna, gave a speech and took questions from our students as part of his election campaign.

4. Programs of engagement at Webster give evidence of building effective bridges:
(i.e. have you tracked any of these programs where you interact with the local community? Can you prove their effectiveness?)

- Director is Board member of Austro-American Chamber of Commerce
- Conducted market research study for the American Women's Association of Vienna.
- Provide meeting space and volunteers for the Women's Career Network of Vienna.
- Conduct joint programs with the Austro-American Society.

- Conduct public lectures in English in partnership with the US Embassy.
 - Effectiveness is demonstrated by the fact that we are regularly approached to offer such joint programs and that they are very well attended.
5. Partnerships focus on educational, economic, and social goals:
(*i.e. please share any articulated program goals*)
- Taking Webster education to under-served constituencies.
6. The organization's partnerships and contractual arrangements uphold Webster's integrity:
(*this speaks to process and approval procedures*)
- All educational partnerships are approved by the Central Administration in St.Louis.
 - We maintain academic quality control over the program.
 - Conduct faculty orientations for partner faculty. Invite them to Webster faculty training workshops.

5D) Internal and external constituencies values the services the organization provides.

1. Evaluation of services involves the constituencies served:
(*i.e. when you survey for effectiveness of programs, do you include those to whom the service is provided?*)
- Yes, we do student satisfaction surveys, course evaluations, and alumni survey.
2. Service programs are well-received by the communities served:
(*we have data on Webster Works Worldwide—are you doing anything else on your campus?*)
- Continuing relationships with companies and public organizations is our best evidence of success.
 - Thank you letters from organizations we serve.
 - Large turn-out at events.
3. Economic and workforce development activities are sought after by civic and business leaders:
- City of Vienna and the Austrian Economic Chamber recently contracted a research study from Webster-Vienna on the attractiveness of Vienna as a business location to ex-pats and international employees.
 - Austrian Ministry of the Interior asked us to bid on offering a M.A. degree to their employees.
 - Real-world research projects in classes which companies use.
4. External constituents participate in Webster's activities and co-curricular programs that are open to the public:
- European Business Forum (see above) is an active partner in this regard. They have an invitation list of 7000 names which they invite to Webster events.
 - Art Exhibition Openings, Music concerts, public lectures
5. Webster facilities are available to and used by the community:
(*i.e. who uses your campus facilities, and how often? For what purpose? And how is it mutually beneficial?*)
- Webster-Vienna is an official TOEFL-testing center and partner of ETS. Webster is one of the few such centers in Austria. Such testing occurs on average two times per month throughout the year.

- American Women's Association, the Women's Career Network, and the Austrian Holocaust Awareness Service for young people.
6. Webster provides programs that help licensed professionals meet their continuing education needs:
- If accepted by the Ministry of Interior, Public Security Management M.A. program will prepare security professionals to take the ASIS International Certified Protection Professional Certificate Program examination.
 - M.A.T. courses for teachers.

