

ANNUAL REPORT
INTELLECTUAL CAPITAL REPORT
2013 — 2014

EMPLOY — ABILITY & CAREER

We see our applied research as an innovation driver and motivating force for Styrian industry – not only because we collaborate on research projects but also because we generate ideas.

EMPLOYABILITY & CAREER

*Well prepared
for
professional LIFE*



ANNUAL REPORT
INTELLECTUAL CAPITAL
REPORT

2013 — 2014

EDITORIAL



Dear readers,

We proudly present our Annual Report 2013/2014.

Under the heading of “Employability & Career: well-prepared for professional LIFE” we highlight a major topic in our university: the best possible way of preparing our students for their future careers. Both graduates and current students from our six Departments will give their opinion. Together they represent the wide range of subjects offered by FH JOANNEUM and can report which experiences in their studies were decisive for their career path and what they think of the strong practical orientation of our degree programmes.

In a round table discussion we examine the central motivational concepts of our University of Applied Sciences. See for yourself just how current these are.

This year we celebrate the 20th anniversary of FH JOANNEUM. To mark this event, we invite you to take a look at our most important milestones – part of the success story of our university – as well as the cornerstones of the brand-new “HANDS ON 2022” strategy project. The Financial Report and Intellectual Capital Report provide insights into the most important facts and figures of the last financial year.

We wish you an interesting and exciting read.

The editorial team

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SUCCESS IN PROFESSIONAL *LIFE*



A course of study at FH JOANNEUM marks the beginning of a successful future. Graduates have told us what this can look like and which aspects of the course really apply to life.

Use the University's brand name

Commenting on the university's excellent reputation with companies, Birgit Schalk, who now works as an industrial engineer, says, "The fact that several FH JOANNEUM graduates were already working for Andritz Energy & Environment GmbH helped my employment prospects." Approximately 10,000 graduates of our university are employed in all sectors of national and international industry. They are sought after as employees because of their practice-oriented training, their in-depth knowledge and their social skills.

How will we shape living spaces, mobility and production in the future? How can the new ICT technologies support people? What does preventative health care mean? How can we achieve international economic success? How will we communicate in the future? We leave plenty of room for these questions in both teaching and research. The result is innovative ideas, projects and products. "Students can make use of the strong University brand name to get to know companies. Students can also

develop a feel for innovation, far removed from commercial limitations," says Markus Zottler, editor of the Kleine Zeitung newspaper.

High level of practice orientation crucial

"I knew what to expect in my professional life because of the high level of practice-oriented content in my course," says speech therapist Michaela Brunner, commenting on the importance of practical experience for students. Our students successfully complete internships, work on projects in collaboration with companies and are taught by lecturers who bring their professional experience to bear on their teaching. The co-op programmes in Production Technology and Organisation and in Engineering and Production Management go one step further. Students spend half their course in commercial companies.

Many of our graduates set up their own businesses in collaboration with fellow-students. As Michael Zitz, Commercial Manager of B4B Solutions GmbH, has proved: "The University helped me not only to develop in a personal sense but also to meet my future business partner. Our firm is spin-off of FH JOANNEUM".

Exploring new technologies in projects

FH JOANNEUM carries out around 450 research projects with a total revenue of around five million euros a year. Great importance is attached to involvement of students in these projects. "The independent development of new technologies and topics is an important asset which I have taken with me from my course," says Christoph Kubesh, System Architect / Technical Lead at Solvion Information Management GmbH.

"I found the breadth of the course very helpful. The joanneum racing team and 'Formula Student' - the competition for young engineers - made the course very project-oriented," says Pina Michaela Writzel, Test Engineer at Audi AG. "Formula Student" is just one of the many examples of interdisciplinary projects at FH JOANNEUM. Seven courses in the Engineering, Media & Design and Management departments are involved in this project alone. A racing car is produced by students who take it from the conceptual stage through to actually racing it.

Learn more about our graduates and read about what motivates them and also our current students.

**WE *CONNECT*
PEOPLE AND
SYSTEMS.**



PROJECTS AND TEAM WORK AS AN IDEAL PREPARATION FOR PROFESSIONAL LIFE

Student Nadine Killmeyer and graduate Christoph Kubesch in conversation with Natanja C. Reitner on job opportunities after graduating from FH JOANNEUM.

01

Christoph Kubesch

Which are the areas of study that you now use in your job?

Subject-specific expertise such as software development and many soft skills like presentation techniques, working under time constraints as well as familiarising myself with new technologies are all very useful to me.

What do you particularly like about your job?

I like having to cope with both technological and organisational challenges on a daily basis. Constant contact with new technologies, support in planning and team management and having to make decisions about architecture and design all make my job multi-faceted and varied. The working environment is also pleasant: I have the opportunity to shape my work schedule and workspace and enjoy a friendly relationship with colleagues.

Nadine Killmeyer

How does FH JOANNEUM prepare you for your career?

The internship plays a major part in preparing us for the world of work. While I was working on a project as part of my course I was also able to get a taste of working life with an external client.

What aspects of the course's content would you say is useful for your eventual job?

In my view, projects and teamwork are particularly important. Also I find the broad knowledge base that we gain from the degree programme is ideal for selecting a job as it opens so many doors.

Compared with other universities of applied sciences: How do you rate your job opportunities?

I rate them very highly because FH JOANNEUM is so well-known and as a rule the fields of study are unique - tailored to the needs of the job market.

Christoph Kubesch, BSc MSc, graduated from the Institute of Internet Technologies & Applications and now works as a System Architect / Technical Lead at Solvion Information Management. He would advise students to build up as much knowledge as possible during their studies, as knowledge is not so quick and easy to come by afterwards.

Nadine Killmeyer is studying Information Management. In her free time, she and another FH JOANNEUM student are running an animal protection organisation that tries to counteract the problem of strays in Bosnia. After graduating she hopes to work in the fields of databases, network technology or project management.

**WE *FOCUS* ON INNOVATIVE
MOBILITY AND SUSTAINABLE
PRODUCTION.**



EXPLORING AND USING NEW TECHNOLOGIES

Graduate Pina Michaela Writzel and student Amin Radwan in conversation with Natanja C. Reitner on the use of new technologies at FH JOANNEUM.

02

Pina Michaela Writzel

Which aspects of the course content are the most helpful in your job?

The breadth of the training was definitely helpful. I was able to get to know the basics of every specialist area in the course of my studies. The application-orientation of the degree programme in projects such as "Formula Student" was also very helpful to me. Participation in this international motor racing series for students was important to my career development. It showed me that it is possible to achieve an objective working with many differently-organised groups.

What are the trends that you notice in your work environment?

I particularly notice how young the whole team is. University graduates are much sought-after. Not least because a lot is changing in the automotive industry and therefore widespread innovation is necessary.

Amin Radwan

Do you come into contact with new technologies during your studies?

Yes, because many of the lecture courses are coupled with laboratory practicals in which we redesign various systems at the cutting edge of technology.

Does FH JOANNEUM prepare you well for your future working life?

Yes; we don't miss out the practical aspects. In the course of our studies at FH JOANNEUM we get to know the most important programs and use them in various projects.

What was important to you in choosing your course?

I knew that for me it had to be a degree programme in engineering. FH JOANNEUM is very multi-faceted in the number of engineering disciplines it offers. Comparable courses did not offer the mix of technology, business studies and aviation basics.

DI (FH) Pina Michaela Writzel graduated from the Institute of Automotive Engineering and is currently a test engineer at Audi AG. Her present work focuses on the preparation, supervision and implementation of tests on a double clutch system.

Amin Radwan is studying Aviation at FH JOANNEUM. He thinks he has good employment prospects and hopes to work as an industrial engineer in the aviation industry.

**WE CARE
ABOUT *PEOPLE'S*
HEALTH.**



MAINTAINING INTENSIVE CONTACT TO THE WORLD OF WORK

Student Anna Lena Aufschnaiter and graduate Michaela Brunner in conversation with Natanja C. Reitner on FH JOANNEUM as a bridge between the worlds of study and work.

03

Anna Lena Aufschnaiter

What do you like about FH JOANNEUM?

What I particularly like about my own degree programme is the informal yet professional approach. As there are only 15 students in each year we have the opportunity to discuss each topic and our personal view of it. Lecturers treat us as equals.

Can you make important professional contacts during your course?

Primarily, students can, of course, use their internship to make a good impression with important people in the healthcare sector. Internal and external lecturers are also useful contacts.

What was important to you in choosing your course?

It was important to me that I will have contact with people in my professional life and work directly with them. Also having access to practical work during my studies was a key factor for me.

Michaela Brunner

What advantages in your professional life did FH JOANNEUM give you?

The intensively practice-oriented course made the transition to professional life easier. FH JOANNEUM maintains a good working relationship with the various placement firms and these internships enabled me to gather a variety of experiences for my professional life. Some of my colleagues also got their jobs through one of their previous internships.

Have you found the contacts useful that you made as a student?

Yes. For one thing we had great lecturers from whom we learned a lot on both the professional and the personal level. Not only that; through the excellent contacts of the head of our degree programme I had a top-level supervisor for my two bachelor theses. They all provided great support.

Anna Lena Aufschnaiter is studying Dietetics and Nutrition. She does not yet know which sector she will eventually work in. She is toying with the idea that after graduating she might set up or join a health project in South America.

Michaela Brunner, BSc, graduated from the Institute of Logopedics. Since graduating she has worked in the ENT department of Styria's regional hospital, and is based in Leoben as a speech therapist. In her view, the variety of tasks her job offers and the opportunity of working with different individual patients are the main advantages of her profession.

**WE *DESIGN*
TOMORROW'S
LIVING SPACES.**



THE DEGREE THESIS AS A SPRINGBOARD TO A SUCCESSFUL CAREER

Graduate Birgit Schalk and student Michael Weiß in conversation with Natanja C. Reitner on the importance of the interdisciplinary aspects of FH JOANNEUM.

04

Michael Weiß

How do you gather practical experience during your studies?

Through group projects in the fourth and fifth semesters. At this stage one student whose specialist subject is architecture works with another student who specialises in construction engineering. This gives us an idea of the need for collaboration and communication.

How do you view the collaboration between the various institutes?

In general the interdisciplinary approach of FH JOANNEUM is a real advantage compared with other universities where students often get only a glimpse of areas of study other than their own. In our case I see it as good – but there is still room for improvement.

How do you rate your chances in the job market?

The training offered by FH JOANNEUM is very sound. And so I think my job prospects are pretty good.

Birgit Schalk

What was important when you chose your degree programme?

The practical orientation and the defined length of the course were crucial for me. It was also important to me to follow a sound course and graduate from a well-known University of Applied Sciences in order to have a better chance of employment.

Which are the areas of study that you now find helpful in your job?

It was the interdisciplinary combination of technical and business training which enabled me to make a quick start in my career. I can always fall back on knowledge gained while I was studying. My broad understanding of commercial interrelationships helps me when working with colleagues.

What advice would you give to students?

Your degree thesis, particularly your master's thesis, can serve as a springboard to a successful career, especially if you are working directly in collaboration with a company.

Michael Weiß is currently studying Construction Design and Economics with a focus on construction engineering. After graduating he would like to work as a structural engineer.

DI (FH) Birgit Schalk successfully completed her studies at the Institute of Energy, Transport and Environmental Management. She is working as an industrial engineer at Andritz Energy & Environment GmbH, where she is responsible for the design, procurement and commissioning of various systems in a power station.

WE *SHAPE*
THE MEDIA AND DESIGN
OF THE FUTURE.



DEVELOPING A FEEL FOR INNOVATION THROUGH PROJECTS

Student Maribel Dorfer and graduate Markus Zottler in conversation with Natanja C. Reitner on practical and project-oriented learning at FH JOANNEUM.

05

Maribel Dorfer

How does FH JOANNEUM prepare you for professional life?

Primarily because many of the lecturers have a practical background and come from our future work environment; this is how we often gain our contacts and consequently our internships as well. Our course projects, which as a rule are set by the university and which we have to implement with the help of our lectures, give us our first glimpse of our later professional life.

How do you gather practical experience while you are studying?

Primarily through the projects I've already mentioned. This is where we can apply for the first time in practice what we have learnt in theory. You can also gain experience and make contacts through personal collaboration with companies and through voluntary internships which are encouraged and partly set up by FH JOANNEUM.

Markus Zottler

What tips would you give to students?

I would advise them to make use of the university's strong brand and get to know as many businesses and top people as possible during their time at university. They should also quite consciously develop a feel for innovation, far removed from commercial restrictions.

How did you get your present job?

FH JOANNEUM gave my career a head start. I got my job the as the result of an internship, working hard and through talking to decision-makers.

Is there any course content that is particularly useful in your job?

Yes; primarily the specialisations in audio and video which I was able to put to practical use even while I was still a student. The critical analysis of media content is also helpful.

Maribel Dorfer, BA, is studying for a master's degree in Exhibition Design at FH JOANNEUM after having completed a bachelor programme at Kunstuniversität Linz. In her opinion, sport, creativity and philosophy are underrepresented in schools, which is why she would like to work in children's education.

Mag. (FH) Markus Zottler graduated from the Institute of Journalism & Public Relations and is now business editor of the Kleine Zeitung newspaper. A wide range of interests and natural curiosity about writing influenced his choice of degree programme.

**WE *INVEST* OUR
EXPERTISE IN INTERNATIONAL
BUSINESS SUCCESS.**



THE COURSE OPENS UP CAREERS IN NEW BUSINESS AREAS

Student Vanessa Mbambo and graduate Michael Zitz in conversation with Natanja C. Reitner on their everyday life at university and at work.

06

Michael Zitz

What difference did FH JOANNEUM make to your professional life?

I was able to develop personally through my part-time studies at the University of Applied Sciences. Affinity with industry and management were decisive for my choice of degree programme. The course opened up a career opportunity in a new business area. My company, B4B Solutions, is a spin-off of FH JOANNEUM. My business partner, DI Horst Lambauer and some of our employees are former fellow-students.

What advice would you give to students?

First and foremost I would advise part-time students that it's worth persevering. My recommendation to graduates is to take on board knowledge offered by experienced employees in the workplace and combine it to their advantage with their theoretical knowledge acquired during their studies.

Vanessa Mbambo

How does the course prepare students for work?

A degree programme at FH JOANNEUM covers many of the areas that are important to future professional life; from team work and keeping to deadlines to stress management and dealing with other people in a respectful way. Having fun is also part of being a student.

What do you particularly like about being a student?

My everyday life as a student absolutely meets my expectations. My fellow-students and I make a great team. We work closely together and learn from each other. I believe that we have made useful contacts for our careers – including with each other.

How would you rate your employability?

I think my chances in the job market are very good compared to graduates from other universities.

DI Michael Zitz, BSc, graduated from the Institute of Industrial Management and is now Commercial Manager of B4B Solutions GmbH. He set up his own business immediately after completing his military service and has been in business for more than 14 years.

Vanessa Mbambo, BA, is studying for a master's degree in Business in Emerging Markets at FH JOANNEUM. She would like to go on to work in the area of management or human resources management.

Our staff and students continued the success of previous years by securing numerous awards and prizes in the 2013/2014 financial year.

JULY 2013**Red Dot: Best of the Best for graduate**

Susanne Pretterebner, graduate of the master degree programme in Communication, Media and Interaction Design, was awarded the renowned Red Dot: Best of the Best in Communication Design prize by a jury of experts for her unique creativity and passion for unusual communication strategies.

In her master thesis entitled “Recipes for the future”, she provides background information and informative graphics on nutrition and climate protection, examining the impact of our nutrition on the environment and climate, which has to date received little public attention. With her seasonal recipes Susanne Pretterebner shows how, by adopting simple shopping and cooking strategies, we can contribute to protecting the climate.

Red Dot Award in Communication Design

Ricarda Schweigler, graduate of the Information Design bachelor degree programme, received the renowned Red Dot award for Communication Design for her degree thesis.

In her thesis entitled “Aren’t we all a bit organic?” Ricarda Schweigler examines the maze of eco-labelling, quality labels and certificates. She gives an overview of the rapidly growing market for organic foodstuffs and offers help navigating the multitude of labels and certificates. Her thesis primarily highlights the issues of distributional justice and exhaustibility of resources, and encourages responsible consumption.

OCTOBER 2013**Styrian Health Prize 2013**

On 14 October the ‘Kopfnuss’ project at FH JOANNEUM was awarded the Styrian Health Prize 2013 for companies with more than 250 employees. The university of applied sciences won the prize for the extensive measures it has taken to promote health and wellbeing at the workplace.

This is the 12th time that the prize was awarded by the Austrian Economic Chamber for Styria, Division for Leisure and Sport Enterprises, insurance company Merkur Versicherungs AG, the Department for Health and Business of the Styrian Government, the regional health insurance fund STGKK, the Austrian Medical Chamber and the accident insurance company AUVA. Businesses in four categories were awarded prizes for offering their employees the best health promotion programme.

Higher Education Prize presented to Dominik Mayr

At the 17th Kapfenberg Business Awards ceremony, the 2013 Higher Education Prize was presented to Dominik Mayr, an FH JOANNEUM graduate of the part-time degree programmes in Software Design and IT Law & Management.

Dominik Mayr works as a software developer for Böhler Edelstahl, where he developed and optimised a company-wide material tracking system in cooperation with the company’s research department and FH JOANNEUM. In his degree thesis, Dominik Mayr focuses on this topic from the aspect of implementation to IT-based analysis of the recorded data using modern data mining technology through to the development of concrete optimisation strategies for the entire material flow. The implementation of these measures has a positive effect, among other things, on lead times and delivery reliability as well as on the net working capital of the company.

University Research Award 2013 for Ways4all Complete

The Ways4all Complete project (a cooperation between the FH JOANNEUM degree programmes in Internet Technology, Energy, Transport and Environmental Management, and Electronics and Technology Management) was presented with the University Research Award 2013 for Universities of Applied Sciences.

The Ways4All Complete project represents a further step towards simplifying public transport travel for people with a disability in the future. The result is a barrier-free app for mobile devices which combines indoor and outdoor navigation with transport information enquiries, communication with public transport and intuitive operation.

FH JOANNEUM graduates among the “top 30 under 30”

Graduates of the FH JOANNEUM Institute of Journalism and Public Relations again made it to the top among Austria’s best journalists.

The magazine “Der österreichische Journalist” ranked **Susanne Puller**, **Ingrid Brodnig** and **Markus Zottler** among the top journalists under 30. Ingrid Brodnig is editor of the weekly magazine Profil, Susanne Puller works as a home affairs editor for the Austrian Press Agency in Vienna and Markus Zottler writes for the business desk of the Kleine Zeitung newspaper in Graz.

Our lecturers, students and graduates perform excellent work. They regularly receive awards and prizes which reflect both the broad range and high quality of FH JOANNEUM’s activities.

Leading role in quality management

FH JOANNEUM is the first university of applied sciences in Austria to expand its existing quality management programme to include the European Foundation for Quality Management model (EFQM) and successfully completed the first stage of the 'Committed to Excellence' process for the whole university. The official awarding of the 'Level of Excellence' by Quality Austria took place on 3 October at the Palais Ferstel in Vienna.

NOVEMBER 2013

Students impress in 'Recruiting of the Future' competition

The Kleine Zeitung newspaper invited students to develop innovative recruiting concepts for the future world of work. The winners were announced on the Schlossberg in Graz as part of the 'Career Salon' at the end of November 2013: first, fourth and fifth places all went to Information Design students from FH JOANNEUM.

First place was scooped by students **Stefanie Horvath** and **Thomas Mirnig** with their employer branding platform 'diebestenköpfe.at'. The platform consists of a collection of employer branding pages where companies can present themselves in detail to potential future employees. Fourth place went to **Daniel Nussbaum** with his 'Personal Hiring' concept which focuses on personal contact and recommendations by existing employees within a company. Moving away from classic job adverts to guerrilla marketing: this concept secured students **Saskia Schmidt**, **Katharina Schwarz** and **Elias Tinchon** fifth place in the competition.

Teaching Awards 2013

On 19 November, FH JOANNEUM presented seven outstanding lecturers with the Teaching Awards 2013 in recognition of their commitment to excellent didactic concepts. The preceding 6th Teaching Day gave experts the opportunity to discuss relationships and communication between students and lecturers.

The Teaching Awards 2013 went to **Monika Grasser** (Institute of Applied Production Sciences), **Ewald Graif** (Institute of Information Management), **Helmut Michl** (Institute of Banking and Insurance Industry), **Anna Celia Wiener** (Institute of Midwifery), **Heinz Peter Wassermann** (Institute of Journalism and Public Relations), **Uwe Trattning** (Institute of Energy, Transport and Environmental Management) and **Petra Steffens** (Institute of Radiography).

GRAWE High Potential Award 2013

The coveted GRAWE Awards were again presented at the FH JOANNEUM graduation ceremonies in Kapfenberg and Graz. The award winners were selected for their academic achievements and their excellent degree theses.

In Kapfenberg, the GRAWE Awards went to **Ballach Kevin**, graduate of the Internet Technology bachelor programme, **Bauer Manuel Mario**, graduate of the Software Design bachelor programme, **Thaller Philipp**, graduate of the master programme in Advanced Security Engineering and **Bader Jürgen**, graduate of the master programme in IT Law & Management.

In Graz, **Wolfgang Thelesklav**, Head of Human Resources at Grazer Wechselseitige, presented the GRAWE Awards to three graduates: **Wolfgang Krenn** from the International Management bachelor programme, **Isabel Pröll** from the master programme in Business in Emerging Markets, and **Christian Limbacher** from the Banking and Insurance Industry bachelor programme.

Kazakh Honorary Professorship

Johannes Haas, Head of the Institute of Applied Production Sciences at FH JOANNEUM, was appointed Honorary Professor of Kostanay Engineering Economic University in Kazakhstan in autumn 2013. The awarding of this title reflects the university's appreciation of his long-standing achievements in cooperation and further education as part of various cross-border projects.

DECEMBER 2013

Lifelong Learning Award 2013

The outstanding commitment of FH JOANNEUM's teaching staff in cross-border educational projects proved doubly convincing at the Lifelong Learning Awards 2013: **James Miller**, lecturer at the Institute of Health and Tourism Management, was selected for the Erasmus Ambassador award. A second award went to the **Erasmus intensive programme** run by the **Institute of Dietetics and Nutrition**, for promoting exchanges between the disciplines of social work and dietetics.

The Lifelong Learning Awards 2013 were presented on 4 December in a gala ceremony at the University of Vienna. The awards were presented by Education Minister **Claudia Schmied**, Science Minister **Karlheinz Töchterle** and head of the National Agency for Lifelong Learning **Ernst Gesslbauer**.

MARCH 2014

Facelift for the FH JOANNEUM campus

Students of FH JOANNEUM used the 'Facelift' ideas competition to present suggestions for redesigning the Graz campus. The best designs were awarded prizes by Rector **Karl Peter Pfeiffer** and Managing Director **Günter Riegler** on 11 March.

First place went to **Johannes Friedrich Essl** and **Dominik Zach** for their 'Chaos Evolution' project. The 'Facelift' project of **Martin Haindl**, **Martin Mackinger** and **Pablo Scheucher** won second place and third place went to **Stefan Greisinger** and **Michael Link** for their 'Networking' project.

Health Research Award 2014

At the Health Research Award ceremony in Vienna on 12 March, two graduates from the eHealth master programme and one graduate from the Health Management in Tourism master programme were presented with awards for their final theses.

First place in the 'eHealth' category went to **Sebastian Zutz** for his work on the

evaluation of GPS recording intervals for the analysis of pedestrian data, based on the example of cognitively impaired people. Second place went to Christian Gruber, another graduate from the eHealth master programme, who tackled the topic of recording medical radiation exposure in electronic health records in Austria.

In the 'Health promotion' category, graduate **Margaretha Bäck** from the Health Management in Tourism programme secured third place. She explored the issue of parental participation in school-based health promotion, based on the example of primary schools in Upper Austria.

The Health Research Awards 2014 for outstanding theses by graduates of health-related courses at Austrian universities of applied sciences were presented for the third time this year.

First place at Knapp Coding Contest

Reinhard Handler from FH JOANNEUM Kapfenberg scooped first place in the Knapp Coding Contest, which took place for the third time that year. Some 80 pupils, students and practitioners attempted the Java programming tasks of the Coding Contest.

Knapp carries out this annual contest to look for talent off the beaten path. Reinhard Handler impressed the jury by solving the task in the shortest possible time, thus securing first place and 1,500 euros in prize money.

Graduate designs one of the most beautiful books in Austria

Following the Red Dot Award in autumn 2013, „**Susanne Pretterebner's**” master thesis on 'Recipes for the Future' was also recognised as one of Austria's most attractive books. The graduate of the master programme in Communication, Media and Interaction Design explores the effects of our food on the environment and climate, which are not yet widely understood.

APRIL 2014

Students win Green Tech Challenge

On 1 April, the winners of the Styrian Green Tech Challenge were announced: **students on the bachelor programme in Energy, Transport and Environmental Management** at FH JOANNEUM Kapfenberg were awarded first place for their project on 'Online Services for Communities'.

The Green Tech Challenge student competition run by Eco World Styria explores innovative approaches in energy and environmental technology. Styrian companies present the students with forward-thinking tasks which must be solved in a creative way.

Styrian Economic Chamber awards research grants to students

Elisabeth Kraft and **ZiQing Ye**, graduates of the Health Management in Tourism master and bachelor programmes, took fourth place in the Austrian Tourism Research Awards in Kufstein on 10 April.

The finalists were picked in a preliminary decision round and presented their projects to the jury personally in a final hearing. According to the jury, "the range of submissions provides evidence of the depth and quality of tourism education in Austria and the high potential of the project initiators".

Poster award for „The way to a good night's sleep“

At the 22nd annual conference of the Austrian Sleep Research Association in April, a team of students from the Physiotherapy bachelor programme at FH JOANNEUM won second place in the poster presentation.

Daniela Liposchek, **Konstantin Meglitsch**, **Susanna Oberhuber** and **Patricia Pfeifer** focused on the issue of sleep in older people and designed a brochure to this effect with an enclosed CD. They were presented with an award for their innovative approach which aptly reflects the possibilities of preventative work in physiotherapy.

Soya Research Prize awarded to Dietetics and Nutrition graduate

The Soya Research Prize is presented annually by the association 'Soja aus Österreich' (Soya from Austria) with the aim to reinforce and intensify research into soya beans. The 2014 prize winners also included **Theresa Mühlthaler**, a Dietetics and Nutrition graduate from FH JOANNEUM.

Theresa Mühlthaler was awarded third prize for her bachelor thesis entitled "Soya from Austria - a Contribution to Sustainability", in which she evaluated the significance and awareness of soya from Austria based on an investigation into the differences in knowledge levels and consumption habits between vegetarian and non-vegetarian consumers. The thesis was supervised by **Daniela Grach** and **Elisabeth Fattinger**.

MAY 2014

Award and nomination for the „Ars docendi“ state prize

Harald A. Friedl received the 'Ars docendi' state prize in the category of 'Human, Cultural and Social Sciences'. The prize was presented by the Federal Ministry of Science and Research on 26 May.

Elisabeth Fattinger qualified for the final round of three candidates in the 'Medicine and Health Sciences' category.

JUNE 2014

Styrian Economic Chamber awards research grants to students

The Styrian Economic Chamber has launched a research grants scheme for business relevant diploma and master theses as part of the project 'Business meets Science'. The grants, awarded for the first time in 2014, are designed to promote the exchange of knowledge between industry and Styrian universities. Four FH JOANNEUM students were among the grant recipients for the academic year 2013/14. The award winning theses were presented to the public during a ceremony at Graz University of Technology on 27 June.

The FH JOANNEUM grant holders are **Christina Breitfuss, Catherine Fandl, Tanja Lindner** and **Dominik Sporer**. The grants of 2,100 euros each were awarded on the basis of a jury decision in January 2014. They are designed to allow students to concentrate fully on their theses for seven months.

Preview 2014/2015

- **Red Dot Award:** Katja Kraiss and Anja Schwendenwein, both graduates of the Exhibition Design programme, were presented with the 'Red Dot Award: Communication Design 2014' for their final year project (August 2014).
- Judith Ertler-Hernández, Susanne Riegler and Patrick Schörkmayer are the winners of the **Siegfried Wolf Young Talent Award**, which was presented for the first time in the High Potential and Ambassador categories. Manager Siegfried Wolf supports graduates of the Institute of Health and Tourism Management (October 2014).
- Carina Wurzer received the **Penaten FH Midwifery Award** on 14 October 2014 for her bachelor thesis on the management of spontaneous abortion.
- The brief for the **Molto Luce-Award 2014** was to develop a forward thinking lighting design suitable for modern living. The two students Philipp Fromme and Marian Masegg from the Industrial Design bachelor programme won third place for their design entitled 'Nodo' (October 2014).
- **Best Paper Award:** Lecturer Birgit Burböck and graduate Wolfgang Krenn from the Institute of International Management received awards for their scientific papers (October 2014).
- **Joanneum Racing - 5th in the world ranking:** Following their triumph at the Formula Student Italy in Class 3 the FH JOANNEUM racing team has now moved up into 5th place in the Formula Student world ranking (October 2014).
- Robert Kalcher, graduate of the Automotive Engineering programme received a **Merit Prize** for his diploma thesis from the Federal Ministry for Science, Research and Economy (November 2014).
- The interdisciplinary project "Ergo Physio sum, na Logo!" initiated by students Hannah Bachner, Sandra Degelsegger, Lisa Deixler-Wimmer, Klaus Gasperl, Patrick Moser, Lisa Rath and Amin Redjaian won the **MTD Innovation Award**, which was presented for the first time on 14 November 2014. The project aims to promote collaboration between students of occupational therapy, logopaedics and physiotherapy.
- A sustainable toilet bag? Viktoria Theißl, a graduate of the bachelor degree programme in Health Management in Tourism, has received an award from the Styrian Chamber of Labour (AK) for her analysis of sunscreen products (November 2014).
- Three FH JOANNEUM graduates won **GRAWE High Potential Awards 2014:** the awards went to Martina Hierzer from the International Management bachelor programme, Andrea Kainz from the master programme in Business in Emerging Markets and Tanja Kainz-Kaufmann from the Banking and Insurance Industry bachelor programme (November 2014).
- Social Work graduate Daniel Ibel received the **agro research award 2014** for his bachelor thesis „Narrations of a Son of Lesbian Mothers" (November 2014).
- **Austrian Event Award:** Thomas Kenyeri, Matthias Reiter and Georg Hartberger, all three graduates of the Institute of Health and Tourism Management, scooped one gold and two bronze awards at the prize-giving ceremony on 4 December 2014.
- Bettina Schweighofer received the **Franz Voves Innovation Prize** for her strong social commitment as part of her master thesis on the Social Work programme (December 2014).
- The FH JOANNEUM mailroom achieved **Silver Certification from Austrian Post** at the start of 2015.
- "Flizz und Mieze" is the debut game developed by Information Management student Klemens Franz. The board game was elected "Hit Game for Kids" by the Vienna Game Academy and is nominated for **Children's Game of the Year for 2014** (February 2015).
- The 'Kopfnuss' project for health and wellbeing of FH JOANNEUM staff was launched in October 2011 and later developed into a corporate health management programme. FH JOANNEUM was awarded the **Quality Label for Workplace Health Promotion** for its efforts in this field (March 2015).
- **Health Research Award:** Daniela Gangl, graduate of the master programme in Health Management in Tourism and Bernadette Spieler and Florian Schramm, both former students on the eHealth master programme, were presented with awards for their degree theses on 11 March 2015 in Vienna.
- The bachelor thesis of Elisabeth Mandl received the **ITB Science Award** at the Young Professional Day held as part of the ITB travel trade show in Berlin. She is currently studying on the master programme in Health Management in Tourism (March 2015).
- FH JOANNEUM lecturer Harald Friedl, received the ITB Special Management Award as co-author of the "Handbook on Tourism and Peace" (March 2015).
- After having received the **HL7 Student Award** for his bachelor thesis in 2013, Florian Schramm, graduate of the eHealth master programme, won the

award for a second time in March 2015 for his master thesis.

- **Top results in 2015 university rankings:** The two FH JOANNEUM degree programmes in Construction Management and Engineering (Master) and Construction Design and Economics (Bachelor) gained first and third place respectively in the Austrian ranking of university of applied sciences degree programmes in construction engineering and architecture. Every year the business journal "Industriemagazin" commissions a polling institute to assess the quality of a total of 276 engineering and business degree programmes in Austria.

We work in close
cooperation with
business and industry
to put acquired
knowledge into practice.



Werner Fritz
Vice-Rector of FH JOANNEUM

Birgit Schalk
Graduate and industrial engineer
at Andritz Energy &
Environment GmbH

Sophie Baumhake
Student of Sustainable Food
Management

Karl Peter Pfeiffer
Rector of FH JOANNEUM

Günther Witamwas
Chairman of the Supervisory
Board of FH JOANNEUM

Christopher Drexler
Styrian Regional Minister for Science &
Research and Health &
Healthcare Management

Günter Riegler
Commercial Director of
FH JOANNEUM

ROUND TABLE

What sets us apart
as a university of
applied sciences?



EXCELLENT CAREER OPPORTUNITIES

Graduate and industrial engineer Birgit Schalk, Supervisory Board Chairman Günther Witamwas, Commercial Director Günter Riegler and Vice-Rector Werner Fritz on the job prospects of FH JOANNEUM graduates.



Birgit Schalk

I studied Infrastructure Management – now called Energy, Transport and Environmental Management – at FH JOANNEUM and currently work at Andritz Energy & Environment GmbH, which is a subsidiary of Andritz AG.

The strong practical orientation of my degree programme meant I had excellent job opportunities available to me as a graduate. I was able to build up contacts with potential employers during my internship and in the course of various projects. FH JOANNEUM's excellent reputation also helped open up career opportunities. In fact one of the reasons I got the job at Andritz was because other FH JOANNEUM graduates who've worked at the company have been highly successful. Companies know what they can expect from graduates of a university of applied sciences. The practical relevance of our degree programmes mean we're rapidly deployable and have extensive, wide-ranging expertise. Of course, no one expects a new employee straight out of university to be able to do everything from day one. But companies appreciate our ability to quickly acquire new knowledge or skills under pressure within a short timeframe.

Günther Witamwas

First established in Austria just over 20 years ago now, the universities of applied sciences have been an out and out success story – not least because right from the start graduates of their practice-oriented programmes proved to be highly employable. Companies welcomed them and they were in great demand. Also here at FH JOANNEUM the great range of degree programmes opens up a great choice of career opportunities.

At the beginning there was a certain amount of scepticism in companies with regard to universities of applied sciences but this scepticism quickly disappeared and soon no differentiation was made between graduates with a degree from a traditional university and those with a degree from a university of applied sciences.

Günter Riegler

Graduates like Birgit Schalk are the best kind of advertising for us. Whenever someone with a degree from FH JOANNEUM joins a company and performs well then of course it boosts our image. But it will probably be another 20 years before the business world as a whole features managerial staff with a degree from a university of applied sciences or even from FH JOANNEUM.

Rector Pfeiffer, Günther Witamwas and I attend a great many events such as open days and spend time talking to visitors. For many young people and their parents career opportunities are the key argument when it comes to choosing a degree programme – particularly in times such as these when economic crises and economic downturns regularly hit the headlines. It's said that graduates from universities of applied sciences and in particular from FH JOANNEUM can be confident of finding a job.

Werner Fritz

In future, the choice of university will be more important than ever. Graduates from FH JOANNEUM already working in a company can (as in Birgit Schalk's case for example) play a significant role in hiring decisions. That is exactly the benefit mutually developed by the institution on the one hand and graduates on the other. The positioning of FH JOANNEUM as a top quality university of applied sciences will also play a major role in our future strategy and set us apart from the competition.

“In the future, the choice of university will be more important than ever.”



NEW TECHNOLOGIES

Regional Minister Christopher Drexler, Vice-Rector Werner Fritz, Rector Karl Peter Pfeiffer and Sophie Baumhakil, student of Sustainable Food Management, on the significance of new technologies for education, business and society.



Christopher Drexler

Developing new technologies, making them ready for market and putting them into practice are important goals. In future, the key issues for me will be user friendliness and simplification. In technological development it's not a question of exhausting every single possibility. Who knows, maybe in a few years' time someone will bring a vehicle onto the market that has just three buttons rather than 47 different ones. That's something that needs to be considered when we think about new technologies.

Werner Fritz

Advances in technology and the related product, process and service innovations are to a great extent responsible for maintaining current and future levels of prosperity in Europe. It is a responsibility of the universities of applied sciences to drive the establishment of new technologies and support the development of innovations. This includes the creation of an innovation-friendly climate and the increased promotion of entrepreneurial thinking to encourage the launch of start-ups led by students, staff and graduates.

FH JOANNEUM is very active in terms of teaching and applied research in a range of key fields of technology such as automotive engineering, aviation and electronics as well as information and communication technology. This is

of significant importance with regard to technology-oriented "Industry 4.0" initiatives.

Karl Peter Pfeiffer

When it comes to information technology it's clear that Europe finds itself on the receiving end rather than the contributing end. China, for example, is miles ahead of us in terms of applied research in this area. That's why we need to motivate our students even more strongly to become self-employed and set up new companies. There are so many good ideas that end up on the library shelf as a bachelor or master thesis. We need to be following up on these ideas – despite the potential risk. That means for me giving our students the opportunity and support to try out new ideas at FH JOANNEUM, even after graduation.

Christopher Drexler

It would be ideal in fact if the research that's carried out here serves the implementation of new technologies. This would secure prosperity and employment in the region. And when I say "in the region" I don't just mean here in Styria and Austria but throughout mainland Europe. We need to put real effort into achieving this, otherwise we'll end up as "followers" trailing behind the competition. That's why it is so important to foster this fundamental concept – this spirit of entrepreneurship – at FH JOANNEUM.

Sophie Baumhakil

New technologies are an important component of lectures on engineering degree programmes. Of course, students really need to understand how the theory in a particular field is relevant in practical applications. That's why as students on the Sustainable Food Management degree programme we go on a lot of field trips to companies.

There's not always any point in reinventing the wheel. Particularly in smaller companies in the agricultural sector it's not always possible to make full use of new technologies. It is, however, often possible to combine tried and tested systems with new technological developments and so they too can enjoy the benefits.

Werner Fritz

Especially in the case of smaller-scale companies, for SMEs, the classic transfer of innovation is also important. Universities of applied sciences play an important role here because of their close and collaborative links with industry. FH JOANNEUM is a shining example of the effectiveness of this knowledge transfer to industry.

"We want to give our students the opportunity to try out new ideas at FH JOANNEUM, even after graduation."



INTERCULTURAL SKILLS

Graduate and industrial engineer Birgit Schalk, Supervisory Board Chairman Günther Witamwas, Commercial Director Günter Riegler, Rector Karl Peter Pfeiffer and Vice-Rector Werner Fritz on international exchange and intercultural skills.



Birgit Schalk

Andritz AG is an international company with many subsidiaries in different countries around the world. Cooperation with people from other countries, cultures and with different work attitudes is part and parcel of my day-to-day working life. The input from experienced professionals who lectured on our degree programme has proved invaluable in this regard. Intercultural skills aren't just about knowing about business conventions in different countries. For me the most important thing is being open-minded towards other cultures. That includes respecting the idiosyncrasies of other cultures whilst retaining an awareness of one's own skills and being authentic.

Günther Witamwas

In the past, intercultural exchange was something that took place less at manufacturing level and much more in terms of trade contacts between different cultures. If you think about craftspeople, for example, it used to be the norm for them to take to the road. They set off on a journey as young apprentices, not only learning about new methods and processes along the way but also meeting people from other countries and cultures. Then, in the Middle Ages, the first universities were established and for the first time people from different regions and countries came together to study. Intercultural skills were part and parcel of teaching and were spread by lecturers,

students and graduates out into the wider world. Today in our globalised world with a globalised economy and a globalised society, intercultural skills are a „conditio sine qua non“ in the education sector.

Günter Riegler

I can make some direct comparisons between traditional universities and universities of applied sciences because I myself studied at Karl Franzens University here in Graz. Back then you could get a master's or a PhD degree without ever having touched a computer or being able to speak a foreign language. It was the universities of applied sciences that succeeded in putting a focus on international exchanges with partner universities and companies. Internships as well as semesters spent studying abroad provide students with an opportunity to gain international experience. Staff Mobility programmes have also been introduced.

Karl Peter Pfeiffer

There are two things I'd like to add here. Firstly, that we have a number of staff who themselves have considerable intercultural experience. When we recruit people who have, for example, worked for an international company, they can share their experience with our students. Secondly, the example of craftspeople taking to the road is very good. Nowadays it's generally only possible to pursue a university career if one has spent a reasonable amount of

time abroad and gained experience of other education systems and cultures. This is something we strongly support – both for students as well as for lecturers.

Werner Fritz

Of course, it's a two-way thing – it's not only important to go out into the world but also that we open our doors to the world. We are the leading university of applied sciences in Austria in terms of student mobility and incoming students. As Birgit Schalk already mentioned, it's incredibly important to be able to think critically and reflect on one's own attitudes towards other countries and cultures. As a university it's our duty to encourage “mind setting” and reflection. What form intercultural co-existence happens to take is a very individual, a very personal thing. It's our job to raise awareness.

Günther Witamwas

In conclusion, I'd like to emphasise that international student exchange at today's levels is one of the EU's greatest successes. Because intercultural skills are not only essential for the co-existence of different cultures but are also important in promoting peace.



SOCIAL RESPONSIBILITY

Supervisory Board Chairman Günther Witamwas, Rector Karl Peter Pfeiffer, Commercial Director Günter Riegler and Regional Minister Christopher Drexler on FH JOANNEUM's social responsibility as a university and employer.



Günther Witamwas

What does social responsibility mean for the tertiary education sector? It means that educational institutions assume responsibility for society, which is something that has of course always been the case. But in today's globalised society it is of particular importance and needs to be encouraged.

Karl Peter Pfeiffer

I see social responsibility at FH JOANNEUM in the fact that we offer a wide range of programmes qualifying our graduates for jobs in areas with excellent career opportunities. For me, it's the quality of education we offer that is a very important part of this social responsibility. That's why we attach such importance to quality assurance in teaching. One of the consequences is that with our well-trained graduates we contribute towards economic development not only in the region but at national and international level. In my book that's essential for a University of Applied Sciences and for our education system.

Günter Riegler

I'd just like to add that FH JOANNEUM also takes social responsibility as an employer. We actively promote health in the workplace and spend some 50,000 euros a year on relevant measures, which

earned us an award from the Styrian health insurance fund STGKK. There is a range of training courses available to our staff and we participate in the "Staff Exchange" programme, for example, which enables our staff to spend a week or so at partner universities abroad and vice versa. These measures are aimed at encouraging people to be open towards other cultures and promoting diversity. In addition we also established a dedicated "Equality and Diversity" office at FH JOANNEUM.

Christopher Drexler

Both aspects are important: on the one hand FH JOANNEUM's social responsibility as an employer to which we all attach great importance. On the other hand, compared with Vienna and Linz, Graz is the Austrian city with the highest percentage of academics in the overall population. It is a fact that education and scientific institutions here in Graz bear a significant level of social responsibility - particularly in the sense that they pave the way for people's individual future opportunities - both as employers as well of course as educational establishments. Over the last 20 years, the Styrian Government has also assumed social responsibility by supporting and providing funding for FH JOANNEUM.

As the Styrian Minister responsible not only for science and research but also for health and healthcare management, I immediately think of the FH JOANNEUM campus in Bad Gleichenberg when it comes to social responsibility. This is where we train professionals for the healthcare sector in order to meet future needs. The upcoming education reform in the nursing and healthcare sector will be the next challenge - a challenge we will of course meet in fulfilling our social responsibility.

"The quality of education is a very important part of our university's social responsibility."



PROJECT-BASED TEACHING

Vice-Rector Werner Fritz, student Sophie Baumhakil and Rector Karl Peter Pfeiffer on the significance of project-based teaching for FH JOANNEUM.



Werner Fritz

Project-based teaching plays an important role in modern university didactics and features in practically all degree programmes at FH JOANNEUM. Not least because such methods are ideally placed to support the objective of education at a university of applied sciences: the acquisition of comprehensive practice-oriented skills for dealing with interdisciplinary tasks in the various different subject areas.

“Students work on actual issues they will deal with in their future careers.”

Alongside the content-related dimension, project-based teaching also provides students with the opportunity to acquire communication and organisational skills. They train in project management as well as team work and gain first-hand experience of possible conflicts. This of course all takes place in a protected setting – in the ‚playground‘ so to speak – yet also in a highly realistic environment as project-based teaching at FH JOANNEUM is usually carried out in collaboration with companies and institutions from industry and education or the healthcare sector. This means that our students work on actual issues they will deal with in their future careers and it prepares them well for the world of work. They also learn

how to handle issues such as working to deadlines, working under stress etc. These are the reasons why such importance is attached to project-based teaching as well as problem-based learning or case-based learning at FH JOANNEUM.

Sophie Baumhakil

I have to say that the parts of the degree programme I find I gain the most from are the projects. I myself prefer learning by doing rather than learning by rote. I also enjoy working as part of a team, finding my role and reflecting on the process. That’s what you learn in the ‚playground‘. Generally speaking, the projects don’t focus on an assignment that has to be completed. But of course we do endeavour to complete the assignment properly and benefit by gaining important know-how for the future.

We’re currently working on a product development project for the Health Perception Lab (HPL) at FH JOANNEUM. The team at HPL receives concrete assignments from industry and we develop the required foods. This gives us the opportunity to collaborate with lots of different people and can be helpful when it comes to making decisions about future career choices. At the end of the semester it’s always great to be able to demonstrate your achievements in the project.

It’s not an exam that you’ve managed to pass but learning content that you’ve actually been able to apply.

Karl Peter Pfeiffer

For me project-based teaching means that students learn to apply theoretical knowledge while at the same time having the opportunity to establish what they don’t know through working on a project. This means they have to fill the gaps and extend their knowledge. I think that it’s absolutely crucial for students to learn where one needs to generate and extend knowledge and build on individual skills. My motto is “No theory without practical application”.

I rather like the ‚playground‘ model, but we also integrate real-life projects into our teaching. The interdisciplinary student project ‚joanneum racing graz‘ is one such example. Students literally gain ‚hands-on‘ experience and acquire practical skills: from design and construction all the way through to the marketing of a racing car. We also have a range of other projects including hacker projects in the IT department, a 3D printer, the ‚joanneum aeronautics team‘ or the aforementioned Health Perception Lab. The strong practical and project focus in the healthcare degree programmes is also very important.



APPLIED RESEARCH

Rector Karl Peter Pfeiffer, Vice-Rector Werner Fritz and Regional Minister Christopher Drexler on applied research and the benefits it brings to business and society.



Karl Peter Pfeiffer

Applied research is one of our key focus areas. But we don't view applied research as an end in itself but rather as important input for teaching. After all, research is the only way to guarantee that our teaching is truly up to date. Another important aspect of research is having relevant contacts in industry. We therefore see research as an innovation driver and key impetus for Styrian industry – not only because we collaborate and work on research projects together but also because we generate ideas.

Applied research also represents a major challenge in comparison with basic research, mainly because conducting applied research means delivering concrete results. Basic research has a time horizon of ten years or more, while a key principle in applied research is implementation – from an idea through to application.

Werner Fritz

Tertiary education – at traditional universities or at universities of applied sciences – is inextricably linked with research. The focus of universities of applied sciences is – as indeed the name suggests – on applied research. Its main characteristic is that it creates benefit in terms of innovative products or services and/or provides research results for new areas of application and sectors.

The paradigm of research-led teaching at universities of applied sciences can only be achieved if there is a strong research-driven dimension. This is very much the case at FH JOANNEUM. It means that there are ample opportunities to facilitate the direct involvement of students in applied research as part of projects, bachelor or master theses. Furthermore, research results are transferred into our teaching through lecturers involved in research, while there is also a transfer of know-how from universities of applied sciences to industry.

Christopher Drexler

I'd like to give a quick example highlighting the difference between applied research and basic research. A few years ago now, we visited the National Laboratories in New Mexico (USA). We talked to various scientists there about nuclear fusion and also got to watch an experimental setup. When we asked the project director "When will nuclear fusion be ready to use?", he said "Well, I guess in about 25 years. But 25 years ago my predecessor would have said the same".

“Applied research conducted by FH JOANNEUM in collaboration with business and industry is absolutely essential for success in the future.”

I'm very happy that FH JOANNEUM is so actively involved in applied research. And I'm also very pleased about the connection between research for teaching and research for industry. It is only through maintaining a focus on both of these areas that the high levels of quality which we are so proud of here at FH JOANNEUM can be achieved. FH JOANNEUM thus makes a major contribution within the Styrian research landscape. Not with the aim of ensuring Styria has the highest R&D intensity in Austria but because focusing on research is of key importance in securing continued prosperity and employment in the region for the future.

A relevant focus in our economic environment has a positive effect on the rest of the economy. That's why applied research conducted by FH JOANNEUM in collaboration with business and industry is absolutely essential for success in the future.



PRACTICE-BASED LEARNING

Student Sophie Baumhaker, graduate Birgit Schalk, Commercial Director Günter Riegler, Rector Karl Peter Pfeiffer and Vice-Rector Werner Fritz on the strong practical orientation of the FH JOANNEUM degree programmes.



Sophie Baumhaker

Practical orientation was something that was really important to me when I was deciding what to study. I was originally studying Chemistry at a traditional university and while I thoroughly enjoyed the technical parts of the course I felt it was lacking in terms of practical orientation. At some point I realised only focusing on scientific principles in the first and second year so that we could apply them at some point in the future really wasn't for me. So I started looking for a different course and came across the Sustainable Food Management programme at FH JOANNEUM. It turned out to be the perfect choice because it covered all the things I'd felt were missing in my previous course. It meant I could extend my knowledge of basic chemistry while at the same time gaining practical know-how through hands-on practicals held throughout the entire degree programme. That gave me the advantage of being able to apply my theoretical knowledge straightaway, which made it clear for me what's important in terms of content and what still needed to be learned. Basically, I think theory alone isn't a great deal of use if you don't know how to apply it in practice.

Birgit Schalk

For me a theory-based degree programme is all about acquiring a huge amount of information. I think it only becomes knowledge if I can actually apply this information and that's what the degree programmes at FH JOANNEUM are all

about. It's the practical orientation that enables students to transfer that huge amount of information into applied knowledge.

“Information only becomes knowledge if I can actually apply it.”

Günter Riegler

While we're all quite rightly singing the praises of practice-oriented degree programmes I would just like to point out that we do of course also provide our students with a solid theoretical grounding. Not everything is as it seems. If you think, for example, about the kind of articles that appear in the newspaper from time to time describing coincidental correlations which are beautifully depicted in various charts and tables. But of course a correlation that isn't based on theory is of no value. I think that we have some excellent scientists among our teaching and research staff who provide our students with the relevant theoretical knowledge they need.

Karl Peter Pfeiffer

The recruitment of lecturers with obligatory practical experience is definitely one of the strengths of universities of applied sciences. It also means they really know what they're talking about with regard to actual applications. As a university we must, however, ensure that the theoretical foundation is also clearly communicated. The point at which students graduate

from university marks the beginning of the next learning phase. That's why it's important that they are in a position to be able to build on the knowledge gained at university. Having that theoretical knowledge is essential. Lecturers with a thorough understanding of how theory can be applied in practical terms are ideally placed to share such knowledge with their students.

Werner Fritz

That's mainly due to the modern curricula at universities of applied sciences and in particular the curricula taught here at FH JOANNEUM. They are designed in such a way that the gap between theory and practical application is not as apparent as it is for example in a traditional university curriculum where scientific principles often have to be taught in the first four semesters. Apart from differences in the curriculum structure, the approach to teaching is another important aspect at universities of applied sciences. Teaching at universities of applied sciences differs from traditional university teaching practice in a number of ways. What may be perceived as a smaller theoretical component of programmes at universities of applied sciences can indeed be justified by the fact that students gain a thorough understanding and knowledge of how this theoretical content can be applied.

that's us.



20

20
YEARS
FH JOANNEUM

1995

1995

2015

From four FH degree programmes to a recognised university of applied sciences with 46 degree programmes in six departments in Graz, Kapfenberg and Bad Gleichenberg: FH JOANNEUM has achieved great successes over the past 20 years. However, we will not rest on our laurels and will take the next steps to an even more successful future with fresh energy. Together we have developed the “Hands on 2022” strategy to guide us on our way forward.

TEAM HANDS ON 2022

We represent everyone involved in shaping our future.



o. Univ.-Prof. DI Dr. Karl P. Pfeiffer
Rector (FH) / Scientific Director



Dr. Günter Riegler
Commercial Director



Mag. Dr. Roswitha Wiedenhofer
Research Coordinator and HANDS ON 2022
Project Manger



Mag. Klaus Kinzer, MSc
Head of Finance, Controlling and Accounting,
Registered Manager



FH-Prof. Mag. Dr. Peter Reininghaus
Head of Personnel and Legal Services,
Registered Manager



DI Dr. Robert Mischak MPH
Head of Department of Applied Computer
Sciences



FH-Prof. Dr. Michael Bobik
Head of Department of Building,
Energy & Society



FH-Prof. Mag. Dr. Heinz M. Fischer
Head of Department of Media & Design



Mag. Peter Wilhelmer
Head of Quality Development and
Management



Elisabeth Pail, MSc MBA
Head of Department of Health Studies



FH-Prof. DI Dr. Kurt Steiner
Head of Department of Engineering



FH-Prof. Mag. Dr. Martin Tschandl
Head of Department of Management



Mag. Georg Brandner
Managing Director of Integrated Consulting
Group

The future strategy will be made 'fit' for use in day-to-day operations and its implementation will be monitored. This means this document is not just an official announcement but a guide for each and every one of us – staff and management alike – for the coming years.

HANDS ON 2022 – STRATEGY AS A GUIDE



FH JOANNEUM understands strategy development and implementation as a continuous process.

The results of this process presented in the “HANDS ON 2022” Strategy Document and Development Plan in summer 2015 – on the twentieth anniversary of the founding of FH JOANNEUM – are therefore a snapshot based on the findings and assessments from the period from autumn 2014 to spring 2015 as contributed by the rector, managing directors, the management team, senior managers, teaching board, teaching and research staff, student representatives and – “last but not least” – shareholders, supervisory board members, partner companies and experts.

Based on a revision of the FH JOANNEUM vision, mission and values statement, the team defined the strategic goals in four areas including designated staff responsible for the following working groups:

- **Teaching and Research Activities including future scenarios for the individual departments**, (working group led by Rector Pfeiffer,

Department Boards and Heads of Department),

- **Organisation and Communication** (working group led by Peter Wilhelmer, Head of Quality Development and Management),
- **Staff** (working group led by Peter Reininghaus, Head of Personnel and Legal Services) and
- **Finance and Infrastructure** (working group led by Klaus Kinzer, Head of Finance, Controlling and Accounting).

Roswitha Wiedenhofer was responsible for **overall project management** and we would like to express our special **gratitude and appreciation** for all her efforts. The project was kicked off in September 2014 at the meeting of the Management Team (MMT) and finalised with great efficiency within a period of just under six months. It was important to us not just to formulate **goals and measures** but also to ensure that their attainment and implementation in line with a holistic strategic approach – inspired by the Balanced Scorecard

Model – can be monitored using **concrete indicators and target values**.

At first sight some of the goals and measures may appear fairly obvious, but we will include **all points from the document in our day-to-day operations** and, from the first day this Strategy Document takes effect, we will work consistently to ensure their **implementation**. The strategic goals will thus be the benchmark for our day-to-day work. We are aware that our document is also a “living document” and over the next seven years we will of course remain open to emerging developments.

As soon as “HANDS ON 2022” has been approved by the various committees, a shortened version will be published on our website at www.fh-joanneum.at.



STUDY YOUR DREAM.



25 bachelor and 21 master degree programmes
at 6 departments and 25 institutes.

FH JOANNUM offers us sound academic training – our programmes are practice-oriented, project-based and interdisciplinary. In other words, we work in close cooperation with business and industry to put acquired knowledge into practice, we develop innovative solutions for topical issues in applied research projects and forge links to related disciplines.

Our university's large network enables us to complete internships with leading companies and institutions in Austria and abroad and spend a semester studying at one of over 200 partner universities

around the world. Teaching is conducted in small teams, which means that we receive individual support from experienced lecturers.

Together with intercultural skills, we also acquire soft skills and advanced knowledge of foreign languages, which in combination with our specialist know-how open up excellent career opportunities for key positions in Austria and abroad.

Developments in the labour market require our graduates to have the necessary skills to be able to enter into a constructive dialogue with people from other cultures.

APPLIED COMPUTER SCIENCES

Bachelor degree programmes	Academic degree	Organisational form	Campus
eHealth	BSc	full-time	Graz
Information Management	BSc	full-time	Graz
Internet Technology	BSc	full-time	Kapfenberg
Software Design	BSc	part-time	Kapfenberg
Master degree programmes	Academic degree	Organisational form	Campus
eHealth	MSc	full-time	Graz
Information Management	DI	work-friendly	Graz
IT & Mobile Security	MSc	part-time	Kapfenberg
IT Law & Management	MA	part-time	Kapfenberg

ENGINEERING

Bachelor degree programmes	Academic degree	Organisational form	Campus
Electronics and Computer Engineering	BSc	full-time	Graz
Automotive Engineering	BSc	full-time	Graz
Aviation	BSc	full-time	Graz
Sustainable Food Management	BSc	full-time / practice integrated	Graz
Production Technology and Organisation	BSc	co-op	Graz
Master degree programmes	Academic degree	Organisational form	Campus
Advanced Electronic Engineering	MSc	work-friendly	Kapfenberg
Engineering and Production Management	MSc	co-op	Graz
Automotive Engineering	DI	full-time	Graz
Aviation	MSc	full-time	Graz

HEALTH STUDIES

Bachelor degree programmes	Academic degree	Organisational form	Campus
Biomedical Science	BSc	full-time	Graz
Dietetics and Nutrition	BSc	full-time	Bad Gleichenberg
Occupational Therapy	BSc	full-time	Bad Gleichenberg
Midwifery	BSc	full-time	Graz
Logopedics	BSc	full-time	Graz
Physiotherapy	BSc	full-time	Graz
Radiography	BSc	full-time	Graz
Master degree programme	Academic degree	Organisational form	Campus
Mass Spectrometry and Molecular Analysis	MSc	part-time	Graz
Postgraduate course	Academic degree	Organisational form	Campus
Applied Nutrition Medicine*	MSc	part-time	Bad Gleichenberg

BUILDING, ENERGY & SOCIETY

Bachelor degree programmes	Academic degree	Organisational form	Campus
Construction Design and Economics	BSc	full-time	Graz
Energy, Transport and Environmental Management	BSc	full-time	Kapfenberg
Social Work	BA	full-time	Graz
Master degree programme	Academic degree	Organisational form	Campus
Architecture	DI	full-time	Graz
Construction Management and Engineering	DI	full-time	Graz
Energy and Transport Management	MSc	full-time	Kapfenberg
Social Work	MA	part-time	Graz

* in cooperation with Medical University of Graz

MEDIA & DESIGN

Bachelor degree programmes	Academic degree	Organisational form	Campus
Industrial Design	BA	full-time	Graz
Information Design	BA	full-time	Graz
Journalism and Public Relations (PR)	BA	full-time	Graz
Master degree programmes	Academic degree	Organisational form	Campus
Exhibition Design	MA	work-friendly	Graz
Communication, Media, Sound* and Interaction Design	MA	work-friendly	Graz
Content Strategy	MA	part-time	Graz
Industrial Design	MA	full-time	Graz
Postgraduate courses	Academic degree	Organisational form	Campus
Public Communication	MA	part-time	Graz

MANAGEMENT

Bachelor degree programmes	Academic degree	Organisational form	Campus
Banking and Insurance Industry	BA	part-time	Graz
Health Management in Tourism	BA	full-time	Bad Gleichenberg
Industrial Management	BSc	full-time / part-time	Kapfenberg
International Management	BA	full-time	Graz
Master degree programmes	Academic degree	Organisational form	Campus
Banking and Insurance Management	MA	part-time	Graz
Business in Emerging Markets	MA	full-time	Graz
Health Management in Tourism	MA	work-friendly	Bad Gleichenberg
International Industrial Management	DI	full-time / part-time	Kapfenberg
Postgraduate courses	Academic degree	Organisational form	Campus
European Project and Public Management**	MSc	part-time	Graz
Health Care and Hospital Management***	MBA	part-time	Graz
International Supply Management	MSc	part-time	Kapfenberg
International Hospitality and Spa Management	MBA	part-time	Bad Gleichenberg
Master of General Management	MBA	part-time	Kapfenberg

* specialisation in Sound Design in cooperation with University of Music and Performing Arts Graz

** in cooperation with International Business School Austria

*** in cooperation with Medical University of Graz

Quality of
education is
an important
part of a
university's social
responsibility.

Our research at the JOANNEUM Power Electronics Center is aimed at increasing energy efficiency and developing innovative power electronics. These are the essential requirements enabling a sustainable shift to renewable forms of energy to combat the advance of global warming in the future. The Research Studio Austria was launched in November 2014 at FH JOANNEUM Kapfenberg and receives 1.14 million euros in funding from the Federal Ministry of Science, Research and Economy.



RESEARCH & DEVELOPMENT: FROM IDEA TO IMPLEMENTATION



As a university of applied sciences FH JOANNEUM acts as strong driver of innovation in research. We carry out regional and cross-border network projects to promote ecologically, socially and economically sustainable concepts, combining creative impetus with a solution and market-oriented approach for the benefit of society and future living spaces.

Our applied research ranges from the transfer of results from basic research to innovative services and developments.

This ensures a close link between research and teaching and a high relevance for practical application. Student involvement in research projects constitutes a decisive factor for the success of this career-oriented and scientifically grounded training.

Our research fields

Department of Applied Computer Sciences
Software Development and Digital Media Development | IT Infrastructure Architectures & IT Security | Health & Healthcare Informatics

Department of Engineering

Power Electronics for Energy Systems & Mobility | Civilian Drones and Aviation Systems | Computation and Testing in Automotive Engineering

Department of Health Studies

Innovation and Evaluation of Diagnostic and Therapeutic Methods | Educational and Healthcare Research for Health Professions | Health Promotion and Prevention Concepts | Perception and Participation | Analytical Challenges in Biomedicine and Industrial Pharmaceuticals | Quality Assurance in the Health Sector

Department of Building, Energy & Society

Resource-Efficient Urbanisation (Ökotopia follow-up topics) | Energy Efficiency in Industry, Construction and Municipalities | Sustainable Transport Planning, Pedestrian Navigation | Building Revitalisation and Building Shell

Department of Media & Design

User Interface, Data Visualisation, Simulation | Development of Product Design | Content Strategy, Web Literacy

Department of Management

International Strategies and Business Processes | Competitiveness in Industry and Finance | Health Promotion and (Health) Tourism Programmes

We see modern research as a multidisciplinary mission to be fulfilled not only within the individual institutes but also within and across the six departments.

CONTINUING EDUCATION: LIFELONG LEARNING



In addition to general education, FH JOANNEUM places special emphasis on continuing education and training such as e-learning and postgraduate master courses, lecture series, the SUMMER BUSINESS SCHOOL, symposiums, conferences, language courses and workshops.

The art of teaching

We have developed a multi-module training programme to provide all FH JOANNEUM lecturers with the didactic “tools” enabling them to achieve excellent standards in teaching practice. It is designed to support our lecturers in improving their teaching methods and in acquiring new didactic skills and abilities. Reflections on their own teaching practice and the principle of „empowerment didactics“ enable them to familiarise themselves with new teaching methods and integrate them into their lectures.

The annual Didactics Day is designed to share information and experience about innovative teaching methods and didactic concepts and to provide impetus for further developments in teaching. The event also sets the stage for the presentation of the Teaching Awards to FH JOANNEUM lecturers in recognition of their outstanding commitment.

Qualification course for university entrance

FH JOANNEUM offers young people who have completed a relevant apprenticeship or intermediate vocational school a qualification course for university entrance providing access to a range of engineering, business and social sciences programmes. The two-semester course organised on a part-time basis is held at the Graz and Kapfenberg campuses.

ZML - Innovative Learning Scenarios

ZML’s research focus in the field of didactics is on communication and cooperation in virtual space, (gender) mainstreaming in e-learning, communities and networks. It also supports the degree programmes in developing blended learning scenarios, offers training for e-learning platforms, online courses and workshops, and has successfully organised the E-Learning Day for over ten years.

Postgraduate master courses

FH JOANNEUM currently offers seven part-time master courses on key topics in media, communication, management and health. In order to ensure a cross-university exchange of knowledge and experience, the courses in Applied Nutrition Medicine and in Health Care and Hospital Management are carried out in cooperation with the Medical University of Graz, and European Project and Public Management together


with the International Business School Austria.

Professional communications

In autumn 2015 the Institute of Journalism and Public Relations will start its next part-time master course in Public Communication, which represents a successful, forward-looking redefinition of media and public relations work.

The four-semester course is aimed at professionals looking for tailored, in-depth continuing education and academic training in their communications jobs. The course participants deepen their specialist expertise through academic study and exchange with international experts. They have the opportunity to improve their professional qualifications, making them well equipped to successfully meet the increased demands in the communications sector.

Lecturers on the course include well-known industry specialists, such as former news anchorman Gerald Gross, sociologist Manfred Prisching or PRVA president Ingrid Vogl.



“The assignments at FH JOANNEUM repeatedly give me a useful context relevant to our company. Content from the lectures such as ‘Concept and Strategy in the Communication Process’, ‘Storytelling’, ‘Visual Communication’ or ‘Social Media for Communications Professionals’ thus become actual company projects.

The degree programme offers clear benefits in terms of practical orientation, in the balance between blocks of on-campus teaching, self-study and online study.”

Karin Seyser works for a Raiffeisenbank branch in Lower Austria and is currently studying for a master's degree in Public Communication.



Financial Report 2013 2014

CORPORATE STRUCTURE AND BODIES

Operating company

FH JOANNEUM Gesellschaft mbH acts as the operating company of FH JOANNEUM for the Styrian Government. The purpose of the company is to operate FH degree programmes in accordance with the Universities of Applied Sciences Studies Act (FHStG). The company is a non-profit organisation within the meaning of the Federal Tax Code (BAO). The company has a share capital of 4 million euros held by:

Styrian Government

€ 3,004,000

JOANNEUM RESEARCH

Forschungsgesellschaft mbH

€ 596,000

Steirische Wirtschaftsförderungs-Gesellschaft mbH.

€ 400,000

Organisational concept

The shareholders' agreement of FH JOANNEUM Gesellschaft mbH stipulates the following governing bodies:

Rector (FH) / Scientific Director

Commercial Director

General Meeting of Shareholders

Supervisory Board

The organisational concept also includes the heads of the teaching and research staff at the individual degree programmes (heads of institutes and degree programmes) and the Teaching Board, which was established in 2007.

Management

The Management comprises a Scientific Director and a Commercial Director, whose powers and duties are set out in the rules of procedure. The directors act as joint representatives of the company and are authorised to make legally binding statements. The company's central planning, administrative, controlling, and IT functions are directly assigned to the Management.

Commercial Director:

Dr. Günter Riegler

Rector (FH) / Scientific Director:

o.Univ.-Prof. DI Dr. Karl Peter Pfeiffer

Supervisory Board

A Supervisory Board was established in May 2002. It discharges its duties pursuant to the law on limited liability companies, the stipulations of the shareholders' agreement, and shareholder resolutions. The Supervisory Board presently consists of the following members.

Chair

KoR Mag. Dr. Günther Witamwas

Deputy Chair

Mag. Friedrich Möstl

Members

Mag. Regina Friedrich

Univ.-Prof. Mag. Dr. Elke Gruber

HR Dir. DI Wolfgang Gugl (until 23/1/2014)

HR Dr. Heinz Haselwander

Dr. Isabella Poier (since 23/1/2014)

DI Wilhelm Heinrich Herzog (until 23/1/2014)

Mag. Daniela Schachner-Blazizek

Mag. Gerlinde Siml

Mag. Andreas Temmel, MBA (since 23/1/2014)

Staff representatives

FH-Prof. DI Walter Cadek

Martin Gutzelnig

Johannes Hartner

FH-Prof. DI Dr. Rüdiger Rudolf

FH-Prof. Dr. Kaja Unger (until 30/9/2013)

Mag. Eva Wetschnig (since 1/10/2013)

Heads of six new Departments

FH JOANNEUM reorganised its 40+ degree programmes into six Departments (Applied Computer Sciences; Engineering; Health Studies; Building, Energy & Society; Media & Design; Management) and 25 Institutes in order to leverage synergies, define key areas of research & development as well as demonstrating fields of strength and promoting the development of innovative new degree programmes. The individual departments are represented by the relevant Heads of Department.

Heads of Teaching and Research Staff

The heads of the teaching and research staff at the institutes and degree programmes are responsible for all educational activities within their scope of responsibility – both in terms of scientific and didactic quality and economic effectiveness. They decide on requests submitted by applicants and students. They report directly to the Management and are supported by the central departments of FH JOANNEUM in all legal, administrative and personnel-related issues as well as matters relating to procurement, construction and finance.

Teaching Board

FH JOANNEUM has set up a Teaching Board pursuant to Sec. 10 of the Universities of Applied Sciences Studies Act (FHStG), which is responsible for all procedural and organisational matters relating to teaching and examinations. The Teaching Board of FH JOANNEUM consists of the Rector (FH) acting as head of the Teaching Board, the Vice-Rector (FH) acting as deputy head of the Teaching Board, 6 heads of degree programmes, 6 representatives of the teaching and research staff and 4 student representatives. The Teaching Board meets in regular sessions and is authorised to establish committees to deal with special issues.

Head of Teaching Board / Rector (FH):

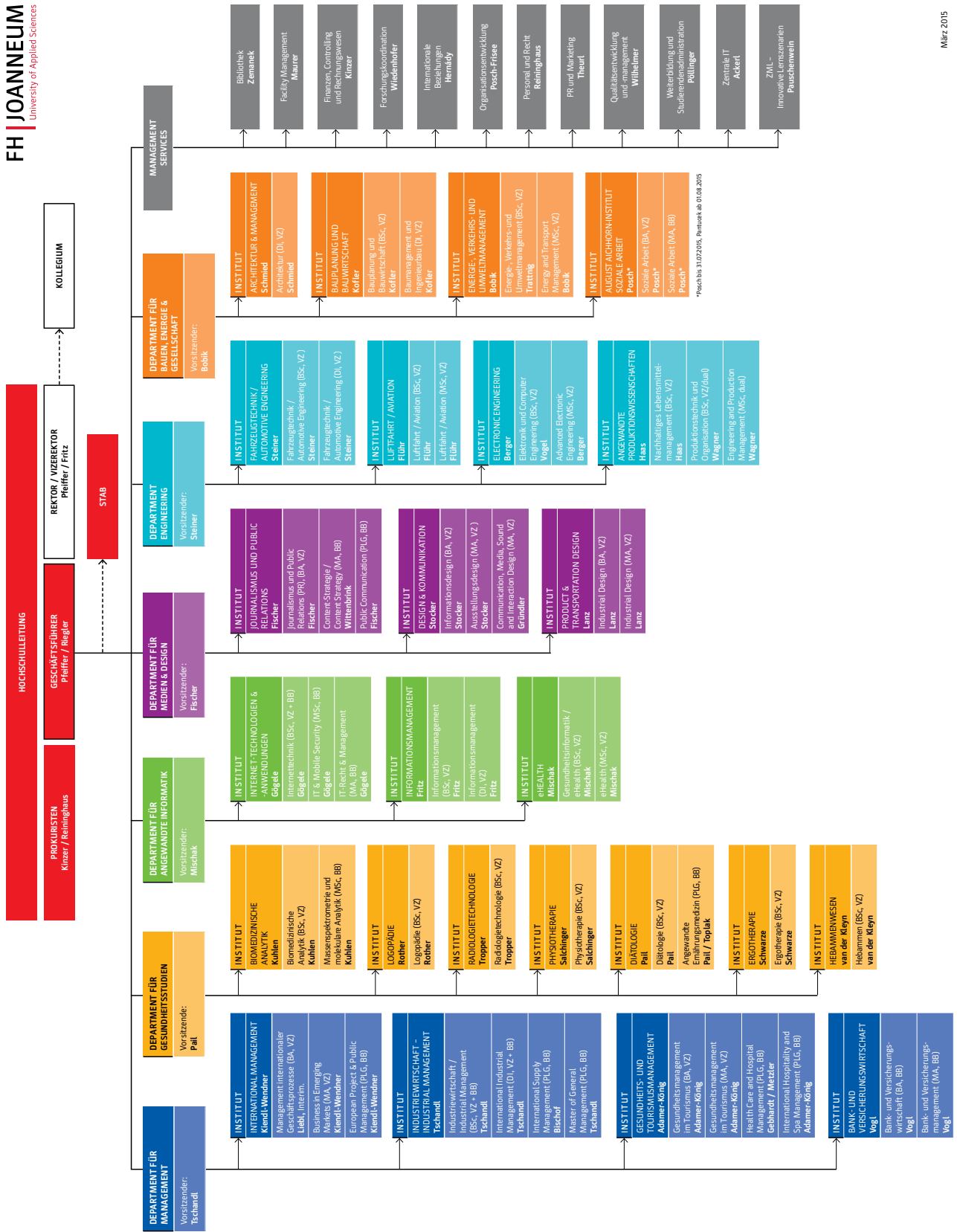
o. Univ.-Prof. DI Dr. Karl Peter Pfeiffer

Deputy Head of Teaching Board / Vice-Rector (FH):

FH-Prof. Mag. Dr. Doris Kiendl-Wendner, LL. M. (until 28/2/2014)

FH-Prof. Dipl.-Ing. Werner Fritz (since 1/3/2014)

Organisational Chart



The achievements
of our staff in
figures:

EUR
46
million* .

* = operating revenue from federal funding of university places, funding provided by the regional government, third-party revenues and other revenues generated by FH JOANNEUM.

FH JOANNEUM: Facts and Figures

The **Financial Report of FH JOANNEUM** is divided into the balance sheet (pages 64 and 65), the profit and loss account (page 66) and the following explanatory notes by the Management:

Assets and capital

The **assets** include the entire **teaching and research infrastructure** – building equipment, central IT infrastructure, laboratory and test facilities, vehicles and other tools and equipment – and current assets, which comprised mainly work in progress, settlement receivables and liquidity. The buildings themselves are financed by the host municipalities (with the exception of buildings for degree programmes financed by the regional government) and are therefore not included in the FH JOANNEUM assets.

Investments of EUR 3.2 million were made in the 2013/14 financial year and once again significantly exceeded the level of depreciation (EUR 2.6 million), thus illustrating the continuous expansion of FH JOANNEUM.

Equity (including investment subsidies) remains at 29 percent. This shows that FH JOANNEUM operates on a sound financial grounding and that it successfully

continued its growth in 2013 and 2014, despite the financial consolidation measures taken at the majority shareholder level.

The provisions, liabilities and other accruals have been taken into account in accordance with the prudent person principle in order to be able to reliably meet future financial obligations.

The **financial statements** received an **unqualified Auditor's opinion** on 10 September 2014. The financial statements are therefore in compliance with the statutory provisions and give a true and fair view of the company's assets, earnings and financial position.

Profit and loss account

The profit and loss account shows a **continued upward trend in income** (federal funding, R&D operating revenue) and a stable development with moderate rates of increase in operating expenditure.

Productivity is rising continuously – especially when setting income and expenditure in relation to the growing number of degree programmes and students (see Intellectual Capital Report, Chapter 2.1 Core Process „Teaching“) and the growing number of R&D projects (see

Intellectual Capital Report, Chapter 2.2 Core Process „Research & Development“).

The **Styrian Regional Court of Audit stated in its Audit Report** (Report No. LRH 20 J 5/2013-23) that the „overall impression of the accounting procedures is positive“ and also welcomed the restructuring of the budgeting and controlling processes, which now enable more precise budget planning.

Acknowledgement

I would like to take this opportunity to thank all the **employees** who contributed to these impressive achievements. Our thanks also go out to our funding providers, the **Styrian Regional Government** and our **host municipalities Graz, Kapfenberg and Bad Gleichenberg** for providing financial means and building infrastructure.

Dr. Günter Riegler
Commercial Director

Balance sheet as at 30 June 2014
compared with previous year's figures in thousand euros (k€)

ASSETS	30 June 2014 €	30 June 2013 k€
A. FIXED ASSETS		
I. Intangible assets		
1. Licences	263,747.00	368.2
2. Advance payments	750,070.86	458.8
	1,013,817.86	827.0
II. Tangible assets		
1. Buildings on non-owned land	0.00	0.0
2. Plant and machinery	1,987,038.00	2,174.7
3. Other fixtures and fittings, tools and equipment	3,767,567.00	3,484.9
4. Tangible assets in course of construction	277,118.33	24.0
	6,031,723.33	5,683.6
III. Financial assets		
Investments held as fixed assets	431,177.94	417.4
	7,476,719.13	6,928.00
B. CURRENT ASSETS		
I. Stocks		
1. Consumables	8,309.80	1.9
2. Work in progress	5,715,990.07	5,705.7
	5,724,299.87	5,707.6
II. Debtors and other assets		
1. Trade debtors	792,328.59	578.0
2. Amounts owed by public corporations	244,228.17	8,982.9
3. Other debtors and assets	50,604.83	123.9
	1,087,161.59	9,684.8
III. Cash at bank and in hand	13,812,187.86	6,613.5
	20,623,649.32	22,005.9
C. PREPAYMENTS AND ACCRUED INCOME		
Prepayments and accrued income	269,456.48	181.8
D. TRUST ASSETS		
Trust assets	484,808.46	177.6
	28,854,633.39	29,293.3

LIABILITIES	30 June 2014 €	30 June 2013 k€
A. CAPITAL AND RESERVES		
I. Share capital	4,000,000.00	4,000.0
II. Balance sheet profit/loss (of which profit brought forward € 0.0; previous year k€ 0.0)	- 0.00	0.0
	4,000,000.00	4,000.0
B. INVESTMENT ALLOWANCES		
1. Investment allowances from public funds	4,366,775.00	4,559.9
C. PROVISIONS		
1. Provisions for severance payments	2,228,125.13	2,085.4
2. Other provisions	4,502,004.67	4,099.3
	6,730,129.80	6,184.7
D. CREDITORS		
1. Payments received on account of orders	6,239,485.26	6,606.9
2. Trade creditors	1,728,482.41	1,640.6
3. Other creditors (of which tax € 638,322.76; previous year: k€ 653.0) (of which social security € 1,447,890.39; previous year: k€ 1,393.4)	2,421,079.05	2,697.7
	10,389,046.72	10,945.2
E. ACCRUALS AND DEFERRED INCOME		
Accruals and deferred income	2,883,873.41	3,425.9
F. TRUST LIABILITIES		
Trust liabilities	484,808.46	177.6
	28,854,633.39	29,293.3

Profit and Loss Account for the financial year from 1 July 2013 to 30 June 2014
compared with previous year's figures in thousand euros (k€)

	2013/2014 €	2012/2013 k€
1. Turnover	5,515,535.24	4,970.4
2. Income from subsidies		
a) Federal subsidies	22,627,312.51	21,409.6
b) Regional subsidies (Styria)	14,241,466.76	14,428.1
c) Others	443,500.97	1,255.7
	37,312,280.24	37,093.5
3. Changes in work in progress	10,280.65	248.2
4. Other operating income		
a) Income from the disposal of fixed assets excluding financial assets	16,026.88	49.3
b) Income from the reversal of provisions	0.00	3.0
c) Income from the reversal of investment allowances	2,210,354.73	2,057.4
d) Others	827,016.76	755.8
	3,053,398.37	2,865.5
5. Expenditure for materials and services		
a) Materials	-440,551.29	-425.4
b) Services	-6,597,821.58	-8,148.3
	-7,038,372.87	-8,573.7
6. Staff costs		
a) Wages and salaries	-22,490,851.71	-21,470.6
b) Severance payments and payments to corporate pension funds	-397,954.27	-484.5
c) Pension payments	-7,365.57	-7.2
d) Statutory social security and payroll-related taxes and contributions	-5,727,028.84	-5,424.4
e) Other social expenses	-191,649.18	-208.8
	-28,814,849.57	-27,595.5
7. Depreciation of tangible fixed assets and amortisation of intangible fixed assets	-2,670,625.41	-2,512.9
8. Other operating charges		
a) Taxes	-16,739.36	-9.6
b) Others	-7,428,965.16	-6,556.5
	-7,445,704.52	-6,566.1
9. Operating profit/loss (subtotal of items 1 to 8)	-78,057.87	-70.7
10. Income from other investments	6,619.48	8.6
11. Other interest receivable and similar income	57,651.00	56.7
12. Income from addition to financial assets	13,787.39	5.4
13. Financial profit (subtotal of items 10 to 12)	78,057.87	70.7
14. Profit/loss on ordinary activities	0.00	0.0
15. Profit/loss for the year	0.00	0.0
= Profit/loss for the year	0.00	0.0
16. Profit brought forward from the previous year	0.00	0.0
17. Balance sheet profit/loss	0.00	0.0

THE FH JOANNEUM BUSINESS MODEL 2014/2015

FEDERAL GOVERNMENT
EUR 23.7 million

STYRIAN REGIONAL
GOVERNMENT
17.8 Mio EUR

HOST MUNICIPALITIES
BUILDING INFRASTRUCTURE
60,000 m²
NET FLOOR SPACE

INDUSTRIAL AND
RESEARCH FUNDING
EUR 6.2 million

↓ **1626**

FIRST-YEAR STUDENTS

46 DEGREE PROGRAMMES

4000
STUDENTS

578 STAFF
879 LECTURERS
CAPITAL INVESTMENTS
approx. EUR 2.6 million
per year

← **OUR
CORE BUSINESS**

↓
GRADUATES
1144

R&D SERVICES
464 PROJECTS

7 POSTGRADUATE
COURSES AND
632 CONTINUING
EDUCATION EVENTS

People are the most
important
asset
of any university.

Intellectual Capital Report 2013 2014

KNOWLEDGE GOALS



CORE PROCESS “TEACHING”

Human Capital

FH JOANNEUM staff have a high standard of professional expertise, scientific qualification and didactic experience.

FH JOANNEUM aims at promoting equal opportunities for men and women in all corporate sectors and welcomes students and lecturers from all ethnic or religious backgrounds and with special needs.

Structural Capital

The employability and scientific qualification of students is ensured by a limited number of student places, by degree programmes based on a European university model and by applied research knowledge generated at the departments and institutes.

Learner-centred working methods, small groups, state-of-the-art academic infrastructure (libraries, laboratories, communication and information technology) and the integration of remote learning scenarios provide an optimal learning environment.

Relational Capital

International cooperation with partner universities as well as the mobility and exchange of students and lecturers serve to consolidate the international position of FH JOANNEUM.

Close networks as well as training models developed and conducted in collaboration with partner companies and partner universities ensure the quality and practical focus of the education.

CORE PROCESS “R&D”

Human Capital

FH JOANNEUM staff are active in a wide range of multifaceted projects of application-oriented research, continuously generating knowledge for the university, industry and society. The expertise gained from research and development provides the basis for research-led teaching.

Structural Capital

The flexible structures of FH JOANNEUM provide an effective basis for implementing sophisticated research tasks. State-of-the-art laboratory and IT infrastructure and libraries support the departments, institutes and degree programmes in their projects.

Relational Capital

FH JOANNEUM has established close partnerships with business enterprises to strengthen the competitiveness of Styria both as a business location and as a centre of research. Partnerships with universities and universities of applied sciences both in the region and at the national and international level ensure the exchange and advancement of research results.

CORE PROCESS “CONTINUING EDUCATION”

Human Capital

FH JOANNEUM staff offer their broad knowledge gained in teaching and application-oriented research projects to a wider public in the form of continuing education. FH JOANNEUM is a reliable partner in lifelong learning.

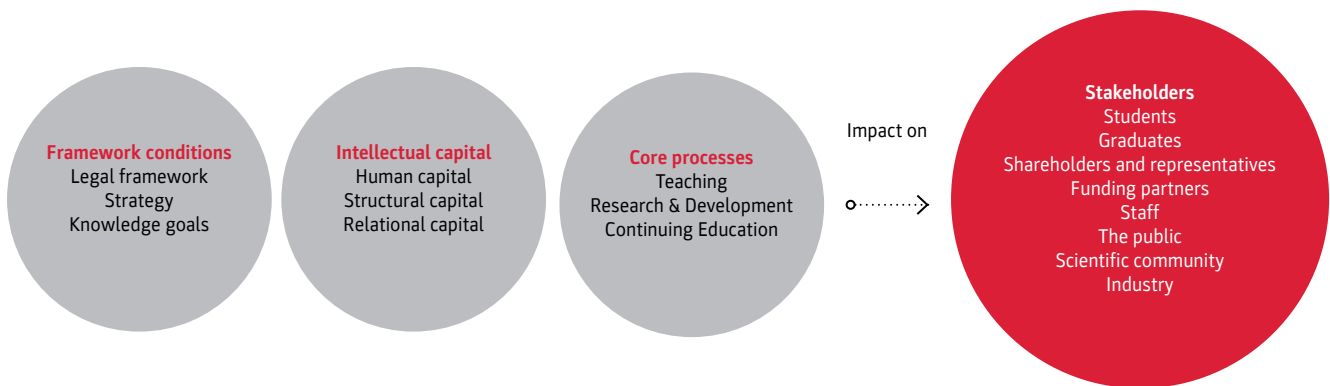
Structural Capital

FH JOANNEUM provides effective structures for targeted continuing education by organising regular lecture series, postgraduate courses, symposiums, the SUMMER BUSINESS SCHOOL and e-learning courses.

Relational Capital

The continuing education programme of FH JOANNEUM enables people from industry and society as well as its own graduates and staff to update their knowledge on a regular basis and thus strengthen their expertise.

THE INTELLECTUAL CAPITAL REPORTING MODEL OF FH JOANNEUM



The legal environment, strategies and knowledge goals of FH JOANNEUM are the framework conditions essential in creating and developing the intellectual capital and the core processes.

The intellectual capital is divided into three areas: human capital, structural capital and relational capital.

Human capital describes the skills and competencies of FH JOANNEUM staff, as well as their motivation and learning ability.

Structural capital assesses the environment that employees need to work productively and innovatively. It includes structures, processes and procedures documented at FH JOANNEUM.

Relational capital shows the extent to which FH JOANNEUM is interlinked

with external partners and perceived by interested parties. It refers to networks and cooperation with research institutions and universities or business enterprises.

The core processes are divided into the areas of teaching, research and development, and continuing education.

The benefit of all these core processes is ultimately reflected in the output and impact. The success of the processes is measured by their impact on the relevant stakeholder groups, such as graduates or funding partners.

We can be proud of the achievements of FH JOANNEUM. And the Intellectual Capital Report is a suitable instrument to report on our achievements in teaching, research and continuing education.

1. INTELLECTUAL CAPITAL OF FH JOANNEUM

1.1. HUMAN CAPITAL

↑ objective: increase value ↓ objective: decrease value ↔ objective: maintain value

Indicator "Human Capital" ¹⁾	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Number of FH JOANNEUM employees (full-time equivalent) ¹⁾	423.1	422.5	447.8	as at 30/06/14	↑	↑
Number of FH JOANNEUM employees (head count)	542	540	578	as at 30/06/14	↑	↑
Gender breakdown of staff - male - female	273 269	268 272	286 292	as at 30/06/14	↑ ↑	↔ ↔
Number of faculty members ²⁾ (head count)	179	181	188	as at 30/06/14	↑	↑
Number of affiliated lecturers ³⁾ (head count)	829	895	879	AY 2013/14 ⁴⁾	↓	↑
Gender breakdown of affiliated lecturers - male - female	571 258	618 277	611 268	AY 2013/14	↓ ↓	↔ ↔
Number of administrative staff - central services (head count)	129	130	137	as at 30/06/14	↑	↑
Number of employees holding a FH professorship	36	40	42	as at 30/06/14	↑	↑

FH JOANNEUM remains an attractive employer

The number of employees has risen from 540 to 578, representing a 7 percent increase over the financial year 2012/13. As in the previous year, the proportion of women is slightly higher. The number of affiliated lecturers has decreased slightly while the proportion of faculty members shows a slight increase. A gender breakdown shows that more than

twice as many men as women lecture at FH JOANNEUM.

Despite the continuous expansion of the range of degree programmes the number of employees in central administration has risen only slightly compared with previous years, whereas the proportion of administrative staff at the degree programmes and other units has increased. This indicates a growing decentralisation

of administrative activities (see Figure 2). The number of research assistants has remained practically constant.

Trend towards higher qualification continues

Faculty members in teaching and research show a trend towards higher qualification. The number of people holding a postdoctoral lecturing qualification, doctoral or diploma degree has increased slightly, while the proportion of people who do not hold a university degree has again decreased (see Figure 3).

This positive trend can also be observed in the affiliated lecturers group, where the proportion of lecturers with other qualifications has decreased from 17 to 16 percent (see Figure 4). Two persons were appointed “FH Professor in the academic year 2013/14.

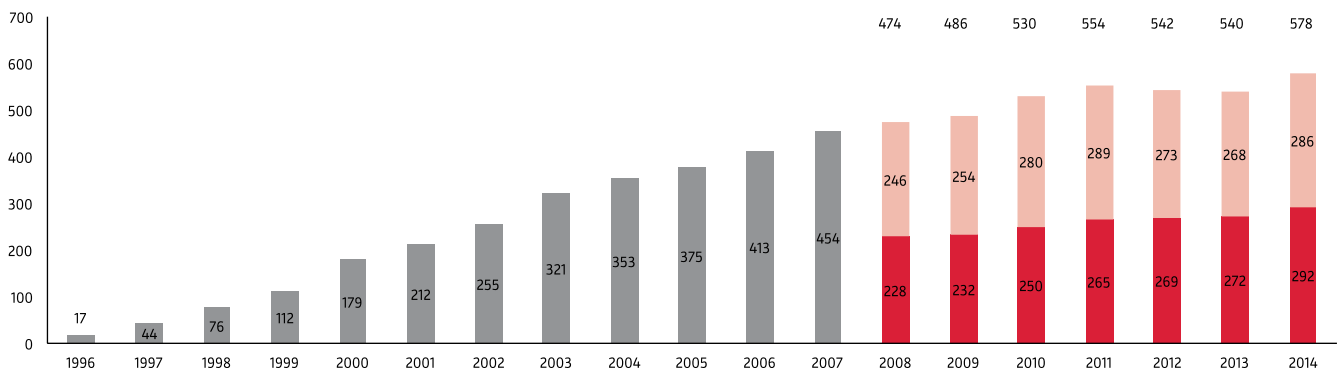
- 1 The number of employees includes employees on parental leave, exclusive of temporary employees and assigned civil servants.
- 2 Value includes heads of degree programmes and professional lecturers (persons with several employment relationships are counted only once).
- 3 Total of all degree programmes and courses. Lecturers teaching on several degree programmes and courses are counted only once.
- 4 AY = academic year

Interactive infographics are available online at:
http://infogr.am/die_fh_joanneum_in_zahlen_201314

1. Development of FH JOANNEUM staff numbers (head count)

as at 30/06

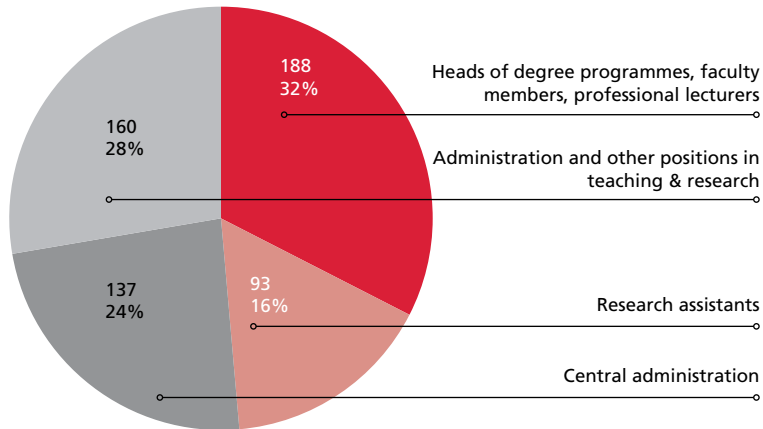
- 2008 - 2014: female employees
- 2008 - 2014: male employees



2. Occupational structure of employees (head count)

Total: 578

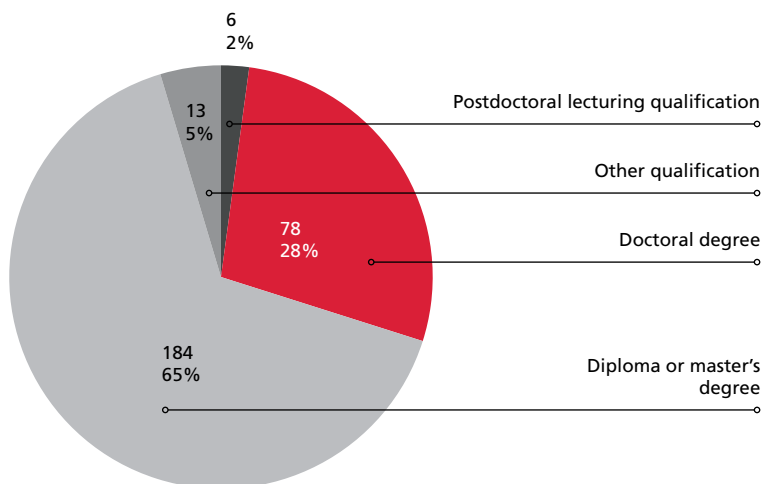
as at 30/06/2014



3. Qualification structure of heads of degree programmes, faculty members, professional lecturers and research assistants (head count)

Total: 281

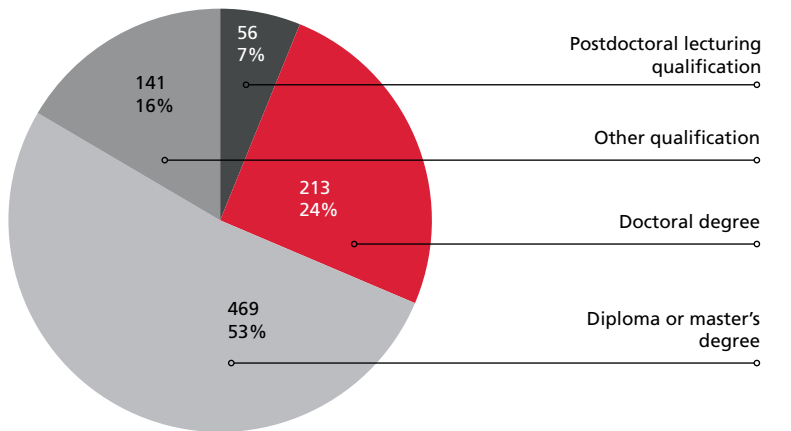
as at 30/06/2014



4. Qualification structure of affiliated lecturers (head count)

Total: 879

AY 2013/14

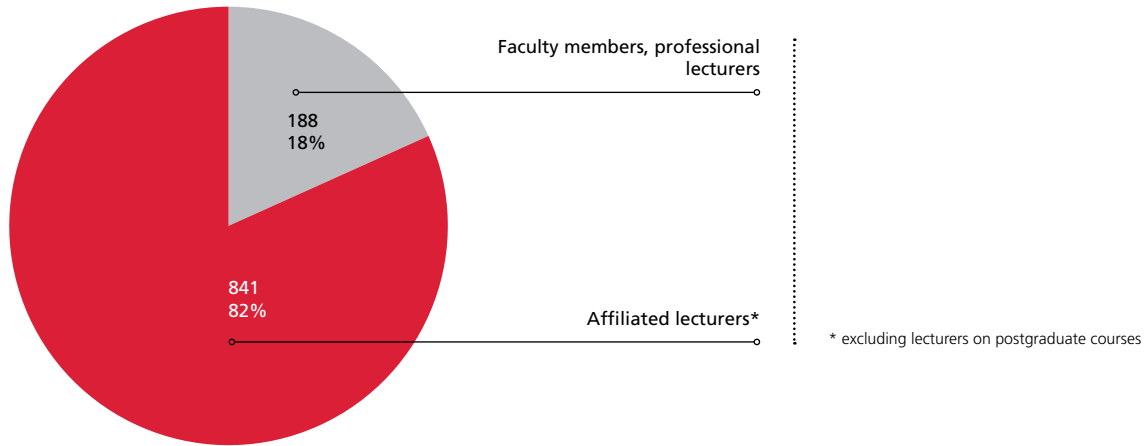


In the academic year 2013/14 the title “FH Professor” was awarded to DI Dr. Kurt Steiner, Head of the Institute of Automotive Engineering and the Engineering Department, and to Mag. Mag. Dr. Harald A. Friedl, lecturer at the Institute of Health and Tourism Management.

5. Faculty members, professional lecturers / affiliated lecturers (head count)

Total: 1,029

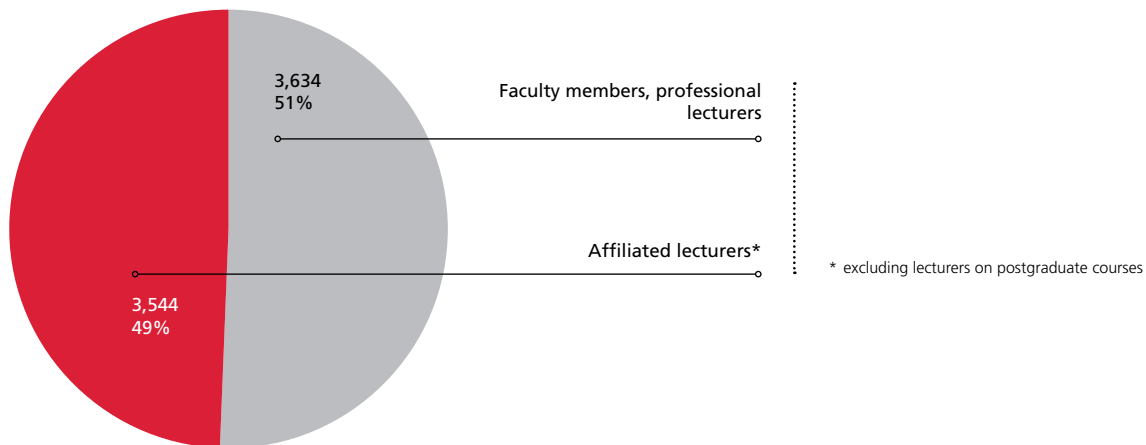
as at 30/06/2014



6. Total hours per week taught by faculty members, professional lecturers / affiliated lecturers

Total: 7,178

AY 2013/14
Stand STJ 2013/14



1. INTELLECTUAL CAPITAL OF FH JOANNEUM

1.2. STRUCTURAL CAPITAL AND RELATIONAL CAPITAL

Indicator "Structural Capital"	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Expenditure on literature and media ⁵	€ 256,558	€ 224,350	€ 231,644	FY 2013/14	↑	↔
Students per computer ⁶	2.34	2.40	2.59	as at 30/06/14	↑	↔

Indicator "Relational Capital"	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Number of partner universities	204	220	217	as at 30/06/14	↓	↔
Number of outgoing lecturers (LLP/Erasmus)	34	38	37	FY 2013/14	↓	↑
Number of incoming lecturers (LLP/Erasmus)	29	25	24	FY 2013/14	↓	↑
Number of outgoing employees under the Staff Mobility Programme ⁷	9	15	14	FY 2013/14	↓	↔
Number of outgoing students	237	219	215	FY 2013/14	↓	↑
Number of incoming students	219	218	210	FY 2013/14	↓	↑

Investing in modern infrastructure

Making targeted investments in state-of-the-art infrastructure – despite ubiquitous economic constraints in the tertiary education sector – is a key prerequisite to enabling students and staff to work in a productive and motivating environment. Key indicators in this context include the range of literature and media offered by the library and the number of computer places available to students. The table above demonstrates our continued efforts to remain at the cutting edge in this vital area of the tertiary education sector.

Focus on international activities

The networks established with universities worldwide and the resulting mobility opportunities for teaching staff and students are an important success factor for FH JOANNEUM. The financial year 2013/14 was again marked by continued international exchange activities and partnerships with universities around the world. The figures in the above table have stabilised at a high level over the past few years.

⁵ EUR; investment "Library" (rounded).

⁶ Figure is based on all PCs in seminar rooms, lecture halls and laboratories, including CAD laboratories.

⁷ The Staff Mobility Programme is an exchange promotion programme encouraging administrative employees to gather experience in their area of work at foreign partner universities

2. CORE PROCESSES OF FH JOANNEUM

2.1 TEACHING

Indicator "Teaching"	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Number of degree programmes ⁸	39	40	41	as at 15/11/13	↑	↑
Number of applicants	4,700	4,606	4,557	as at 25/09/13	↓	↑
Number of students	3,580	3,700	3,830	as at 15/11/13	↑	↑
Breakdown of students				as at 15/11/13		
- Bachelor degree programmes	2,583	2,683	2,797		↑	↑
- Master degree programmes	743	883	952		↑	↑
- Diploma degree programmes	254	134	81		↓	↓
Number of drop-outs	279	246	346	15/11/13 - 15/11/14	↑	↓
Number of drop-outs in relation to number of students (%)	8%	7%	9%	15/11/13 - 15/11/14	↑	↓
Number of graduates	1,035	1,033	1,144	15/11/13 - 15/11/14	↑	↑
Breakdown of graduates				15/11/13 - 15/11/14		
- Bachelor degree programmes	701	686	760		↑	↑
- Master degree programmes	240	295	325		↑	↑
- Diploma degree programmes	94	52	59		↑	↓

The number of degree programmes at FH JOANNEUM increased from 40 in the previous year to 41 in the reporting period 2013/14 (see Figure 7) as the new master degree programme in Automotive Engineering was launched in the academic year 2013/14.

Substantial increase in student numbers

While the number of students has substantially increased rising by 130 (a total of 3,830 students were enrolled in the FH JOANNEUM degree programmes in the reporting period), the number of applicants has decreased slightly. As Figure 9 shows, the growth in student numbers continues in 2014: a total of 4,000 students are studying at FH JOANNEUM in the winter

semester 2014/15. Some 23 percent of these students are studying at the Department of Management, making it the largest department, followed by Building, Energy & Society and Engineering, each accounting for 17 percent of students (see Figure 10).

Over 1,100 graduates

A total of 1,144 graduates successfully completed their studies at FH JOANNEUM in the reporting year, thus exceeding the previous year's figure of 1,033 by more than 10 percent. This development is shown in Figure 11. The Department of Management accounts for the majority of graduates with 22 percent, followed by the Department of Building, Energy & Society with 21 percent and the Department of Engineering with 17 percent (see Figure 12).

Continuing efforts to reduce the drop-out rate

The drop-out rate in the reporting year is nine percent, which represents an increase from previous year's all-time low. The measures introduced by FH JOANNEUM to reduce the drop-out rates, such as providing advice to potential students prior to the start of studies, the introductory phase, mentoring programmes and coaching students in difficult situations during their studies, especially for those taking part-time courses, or the mathematics warm-up programme are being continued and intensified.

8 Degree programmes approved and active in the period under review.

Interactive infographics are available online at:

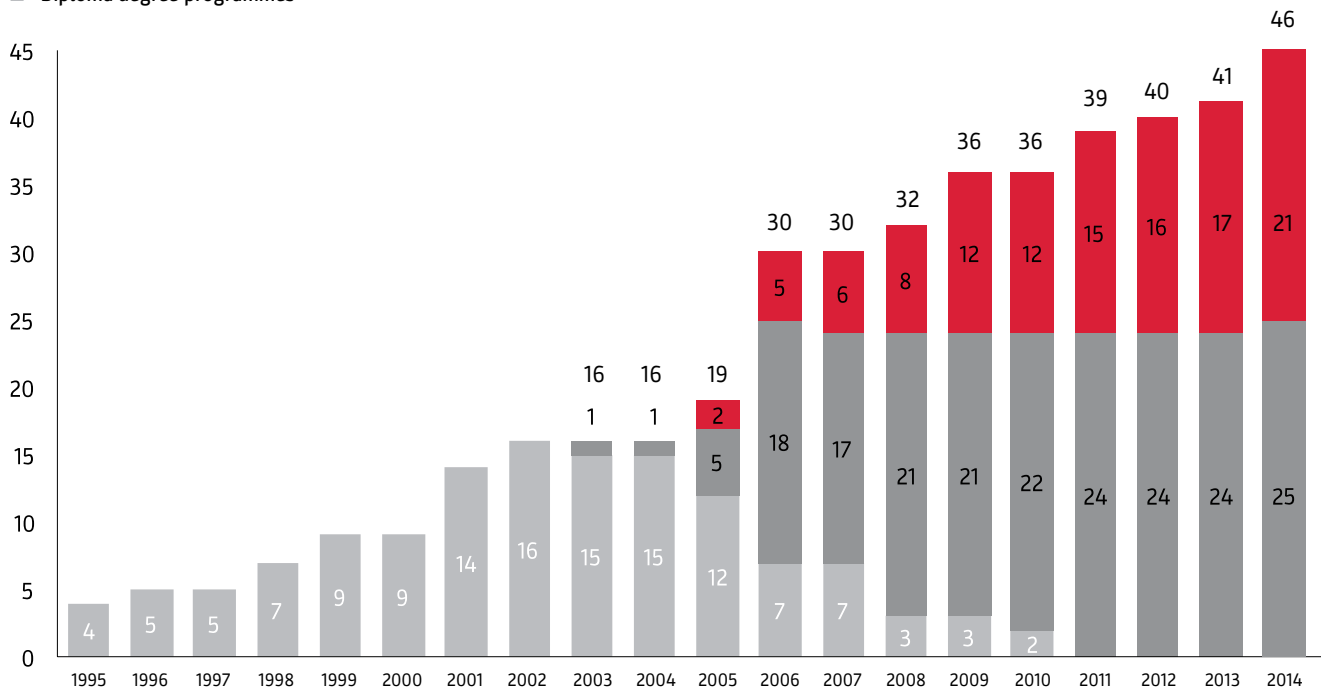
http://infogr.am/die_fh_joanneum_in_zahlen_201314

FH JOANNEUM is a successful brand in the tertiary education sector: A total of 4,000 young people are studying at our university in the 2014/15 academic year. 1,144 graduates successfully completed their studies in the 2013/14 academic year.

7. Development of degree programmes and implementation of bachelor/master structure

as at 15/11

- Master degree programmes
- Bachelor degree programmes
- Diploma degree programmes



8. Bachelor/Master degree programmes 2014/15

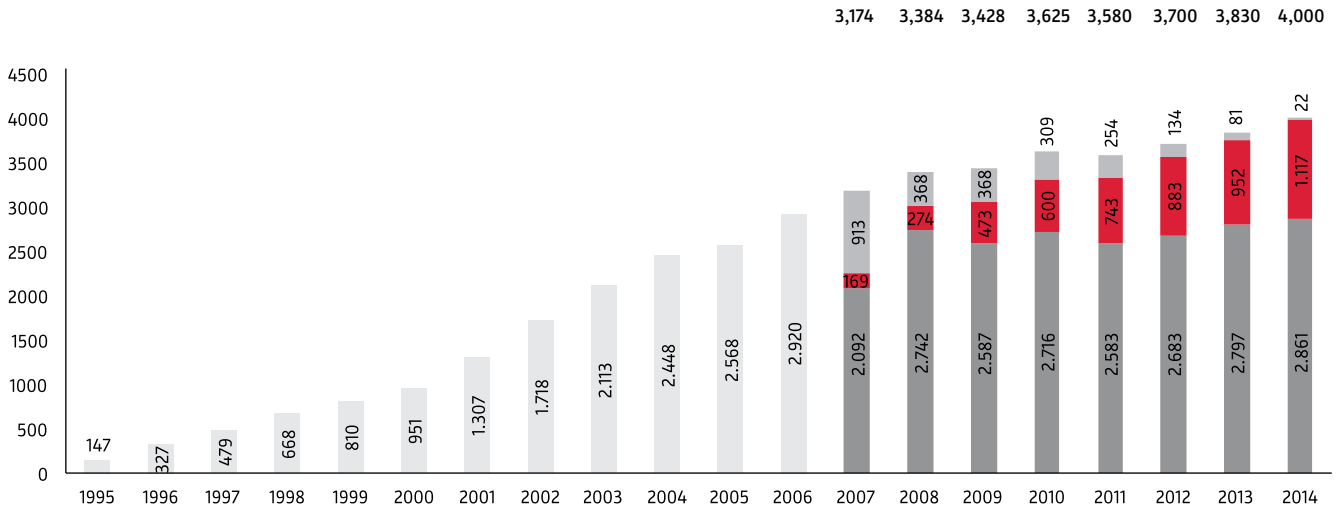
as at 15/11/2014

Departments	Bachelor degree programmes	Master degree programmes
APPLIED COMPUTER SCIENCES	3	4
ENGINEERING	5	4
HEALTH STUDIES	7	1
BUILDING, ENERGY & SOCIETY	3	4
MEDIA & DESIGN	3	4
MANAGEMENT	4	4
	25	21

9. Development of number of students

as at 15/11

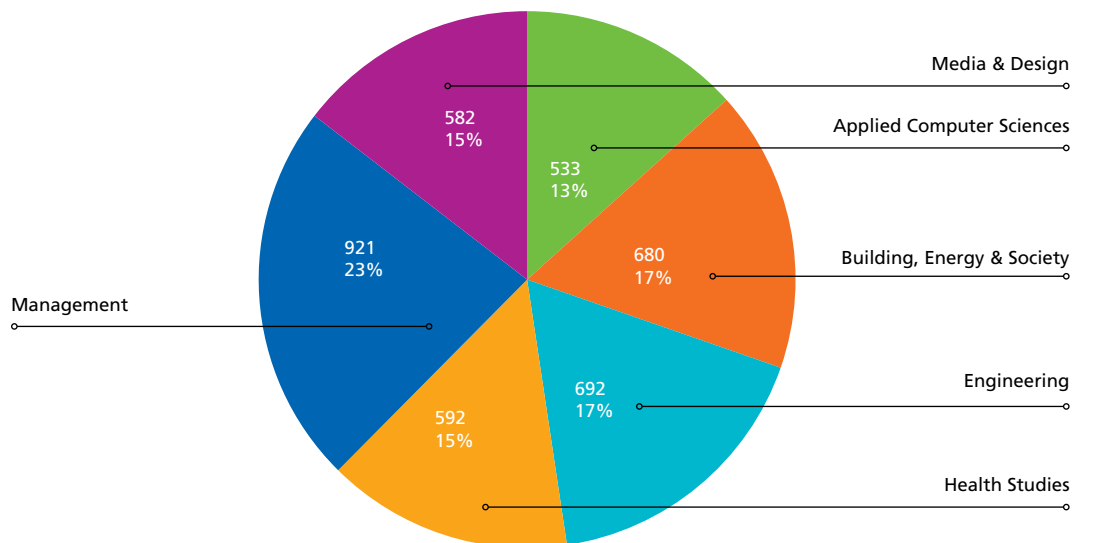
- Diploma degree programmes
- Master degree programmes
- Bachelor degree programmes



10. Number of students by Department

Total: 4,000

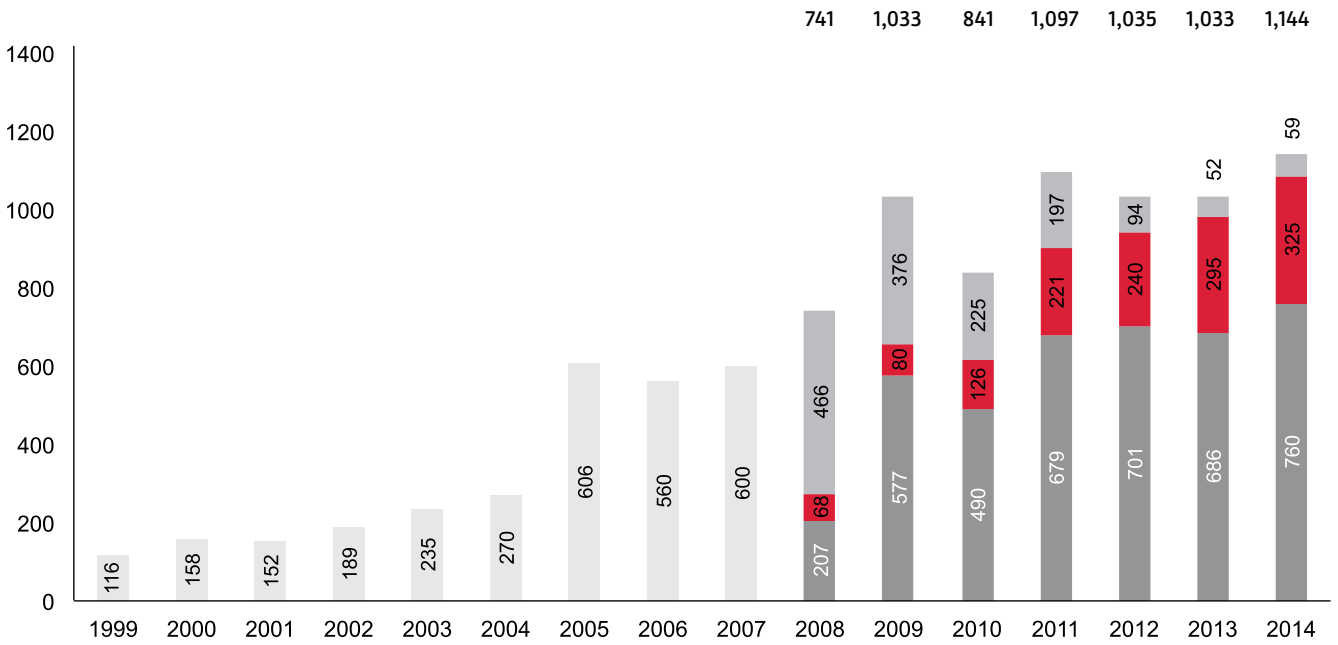
as at 15/11/2014



11. Development of number of graduates

as at 15/11

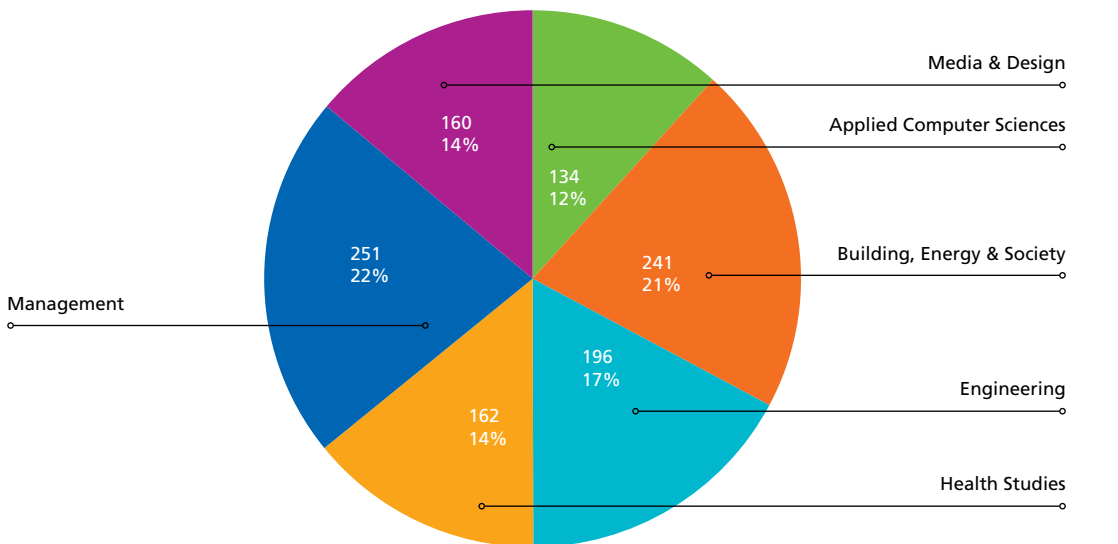
- Diploma degree programmes
- Master degree programmes
- Bachelor degree programmes



12. Number of graduates by Department

Total: 1,144

as at 15/11/2014



2. CORE PROCESSES OF FH JOANNEUM

2.2 RESEARCH AND DEVELOPMENT

Indicator "Research & Development" ⁹	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Number of scientists financed through third-party funded R&D projects (full-time equivalent)	73.2	74.0	68.1	as at 30/06/14	↓	↑
Number of R&D projects ¹⁰	512	436	464	FY 2013/14	↑	↑
Revenue from R&D projects ¹¹	€ 4,797,059	€ 4,947,644	€ 5,240,948	FY 2013/14	↑	↑
Revenue from R&D projects (%) - national - international	84% 16%	77% 23%	83% 17%	FY 2013/14	↑ ↓	↔ ↔
Number of publications ¹²	367	355	401	FY 2013/14	↑	↑
Number of employees enrolled in doctoral programmes at other universities	58	55	51	FY 2013/14	↓	↔

In line with the trend observed over the past few years, the operating revenue in research and development has again increased by about six percent in the period under review. The number of projects and publications has also increased substantially compared with the previous year. A slight decrease can be observed in the number of scientists financed through externally funded R&D projects. The number of employees enrolled in doctoral programmes has also decreased slightly.

Large FFG projects launched

As in previous years, revenue from funded projects exceeds all other categories, accounting for 53 percent of total revenue in the 2013/14 financial year. A substantial portion of funding at the national level comes from the Austrian Research Promotion Agency (FFG). Several large cooperation and network projects carried out under the COIN Programme were completed in the

reporting year (including the Metabolomics Lab, the Web Literacy Lab and the ÖKOTOPIA project). Projects approved under the 4th call of the COIN Programme in the fields of health and sensor technology, power electronics, software and digital media development were continued. One of these projects is the Health Perception Lab (HPL), which was opened in January 2014.

Broad range of Lifelong Learning Programmes

The consistently high percentage of international revenue (17 percent) is largely due to participation in international funding programmes. Numerous lifelong learning projects started in the previous EU funding period were of significance for the 2013/14 financial year, especially Leonardo da Vinci, Comenius and Tempus. These thematically broad, interdisciplinary funding instruments are of great importance to FH JOANNEUM since they all aim at achieving innovative

developments in the education sector for and with international partners from the world of work and thus create and foster synergies between the three strategic business fields of our university: teaching, applied research and development, continuing education.

Focus of contract research is on mobility, electronics and ICT

40 percent of contract research projects are carried out for large enterprises. The focus in the 2013/14 financial year was on mobility and electronics, software (e.g. shift from traditional to web-based software, innovative operating systems for contactless technologies, development of virtual training material) and biomedical analysis for pharmaceutical companies.

The portfolio is supplemented by contract research and funded projects for various departments of the Styrian Government, especially in the fields of healthcare, building and construction as well as information and communication technologies.

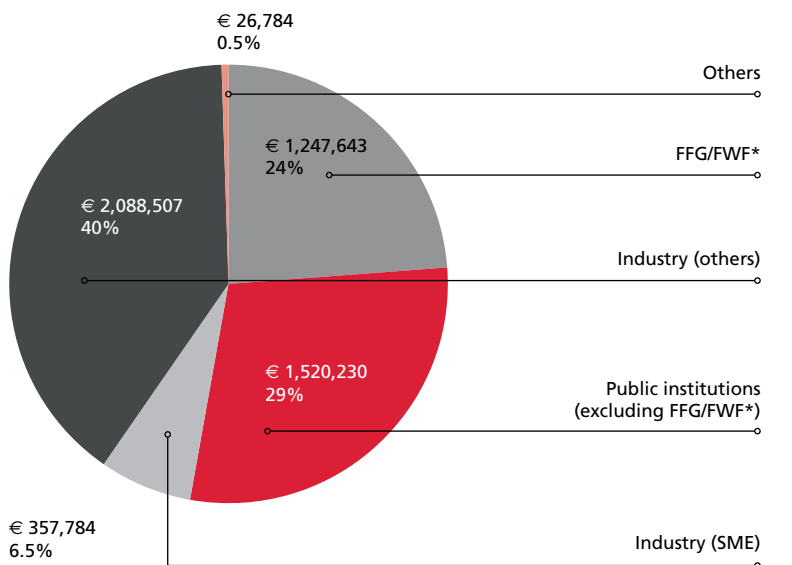
- 9 Sum of all project-related activities allocated to transfer cost centres in the corporate ERP system (R&D projects, measurement and testing, consulting activities and studies). The indicator "Awards for research achievements and innovative projects" is no longer included.
- 10 Number of ongoing R&D projects within the reporting period.
- 11 Revenue from R&D activities allocable to the financial year, including changes in inventory.
- 12 Sum of all publications by employees of degree programmes, courses, institutes and central departments. Publications with several authors are counted for each author, which may result in double-counting.

New cutting-edge laboratory for health and sensory research: the Health Perception Lab offers applied sensory research with a focus on sustainable health promotion, prevention and therapy.

13. Revenue from R&D projects by clients

Total: € 5,240,948

FY 2013/14

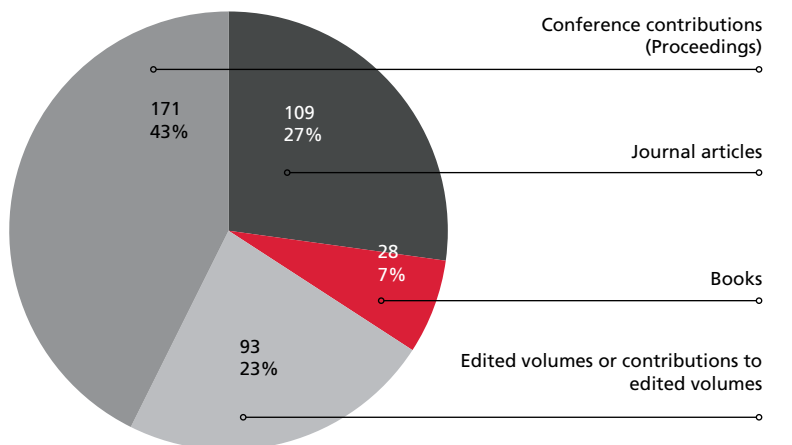


*FFG: Austrian Research Promotion Agency / FWF: Austrian Science Fund

14. Structure of publications

Total: 401

FY 2013/14



2.CORE PROCESSES OF FH JOANNEUM

2.3 CONTINUING EDUCATION

Indicator "Continuing Education"	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Continuing education hours per employee ¹³	50.33	45.64	46.30	FY 2013/14	↑	↑
Continuing education costs per employee ¹⁴	€ 1,464	€ 1,702	€ 1,485	FY 2013/14	↓	↔
Continuing education events organised by FH JOANNEUM ¹⁵	127	143	156	FY 2013/14	↑	↑
Continuing education events carried out by FH JOANNEUM staff ¹⁶	580	601	632	FY 2013/14	↑	↑
Indicator "Continuing Education" / postgraduate courses	2011/12	2012/13	2013/14	Period under review	Trend	Objective
Number of postgraduate courses ¹⁷	4	4	6	AY 2013/14	↑	↑
First-year places	112	116	152	AY 2013/14	↑	↑
Number of total hours taught per week	91.75	89.25	148.25	AY 2013/14	↑	↑
Number of participants	83	87	110	as at 15/11/13 15/04/14	↑	↑
Number of graduates	21	59	39	15/11/13 – 15/11/14	↓	↑

Broad range of offers and active knowledge transfer

FH JOANNEUM offers a wide range of continuing education activities – from postgraduate master’s courses, the SUMMER BUSINESS SCHOOL seminar series, continuing education courses in university didactics and the qualification course for university entrance through to presentations and symposiums.

Significant growth is expected for the postgraduate courses over the next few years. The continuing education activities are aimed at students, graduates, lecturers, partner companies and staff of FH JOANNEUM and other universities, and generally at all people interested in continuing education. FH JOANNEUM is also actively engaged in knowledge transfer to other universities, institutions and organisations in the form of teaching assignments at external courses,

extracurricular lectures, seminars and courses (see Figure 15).

46 annual hours of continuing education per employee

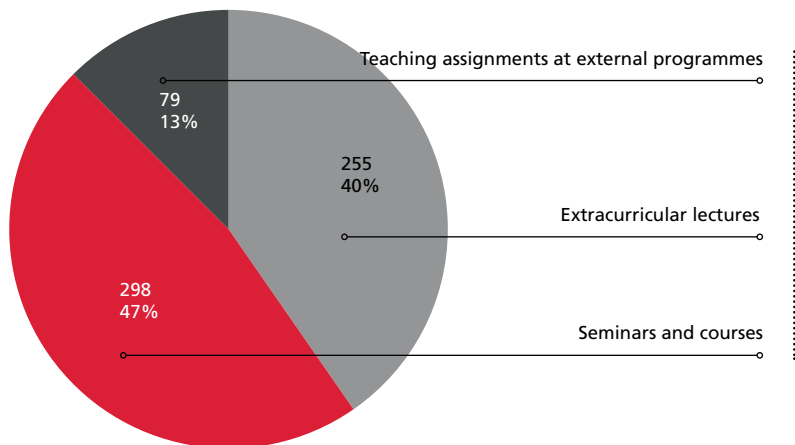
The personal and professional development of employees continues to be a cornerstone of FH JOANNEUM’s human resources development scheme. In addition to courses specifically developed for this target group, e.g. continuing education courses in university didactics, the seminars and workshops offered by ZML – Innovative Learning Scenarios or the SUMMER BUSINESS SCHOOL, an average of 1,485 euros or more than 46 hours per employee were spent on continuing education in the 2013/14 financial year.

- 13 Average of total hours of continuing education completed (at continuing education events attended) by employees of all degree programmes, courses, institutes and central departments. Number of employees based on full-time equivalent.
- 14 Continuing education costs corresponding to material costs (including travel and accommodation) per cost centre, divided by the number of employees per cost centre related to full-time equivalent (rounded).
- 15 Number of seminars, courses, lecture series, conferences and symposiums organised and carried out by degree programmes, courses, institutes and central departments of FH JOANNEUM.
- 16 Number of extracurricular lectures, seminars, courses and teaching assignments carried out by FH JOANNEUM employees at other universities, institutions and organisations outside their working hours.
- 17 Postgraduate courses for continuing education according to Section 9 of the Universities of Applied Sciences Studies Act (FHStG) and other courses offered by FH JOANNEUM in the relevant academic year.

15. Continuing education events carried out by FH JOANNEUM staff at other universities, institutions and organisations

Total: 632

FY 2013/14



Interactive infographics are available online at:
http://infogr.am/die_fh_joanneum_in_zahlen_201314

FH JOANNEUM was one of the first universities in Styria to offer an open access ‘Massive Open Online Course’ (MOOC) on the topic of ‘Competences for Global Collaboration’ from April to June 2014. Over 500 learners from 34 countries took part in the ‘cope 14’ online course.

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