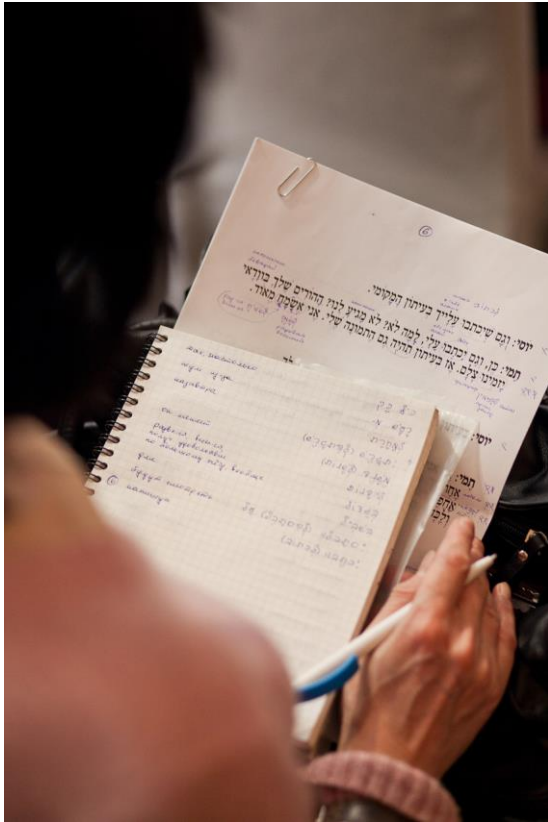


Management of joint programmes



- Jointness and management structures
- Joint student administration
- Finances and Marketing
- Employability, internship CASE
- Tools and templates

Group work:



**Which aspects need joint arrangements
in a joint programme?**

Who do you need to involve?

Jointness and management

No pre-defined management models

- Identify all the players in the programme, identify their role, and accommodate them in the management structure.
- Develop joint management structures only for your specific needs, avoid creating new committees.
- Institutional support by engaging local actors.

Jointness and management

- **Establish the management structure based on the set of tasks for which joint arrangements are needed**



Jointness and management

Joint arrangements are needed for:

1. joint development and monitoring of the academic content of the programme.
2. joint student administration.
3. joint quality assurance (academic and administrative / internal and external).
4. joint financial administration/decisions.
5. joint promotion of the programme & joint student recruitment.
6. external representation.

Management structures

- The management structure is important because it determines how the roles, powers & responsibilities are assigned.
- Coordinating institution usually in charge of receiving applications, sending acceptance letters, tuition fee collection and distribution, and financial monitoring.
- Partner institutions usually in charge of enrolment, visas, accommodation, transfer of marks.
- Advice that each partner identifies a person to act as a local coordinator & takes responsibility for the JP within the institution.

Management structure example

Figure 1: Governance model of the MARIHE programme

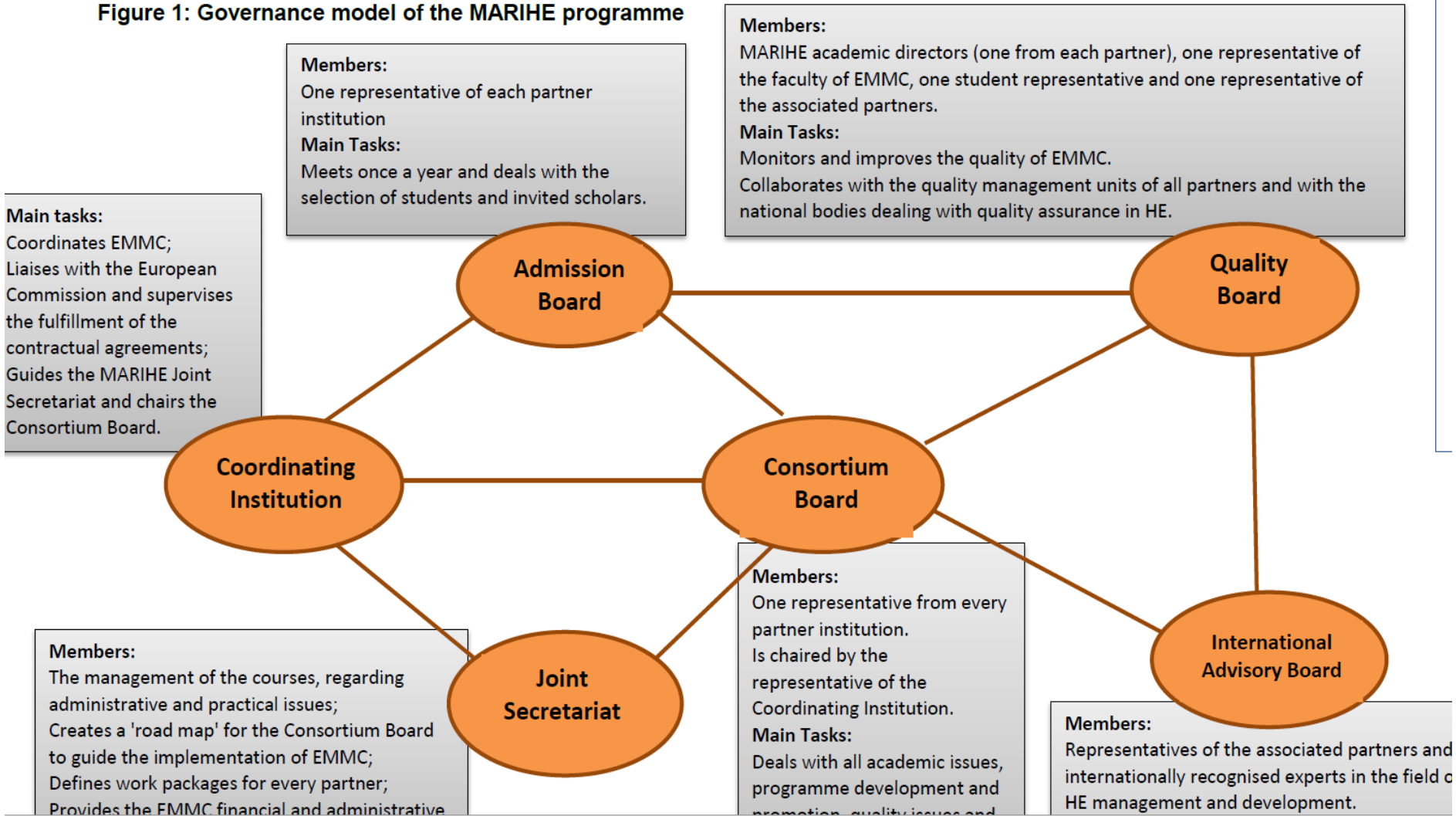
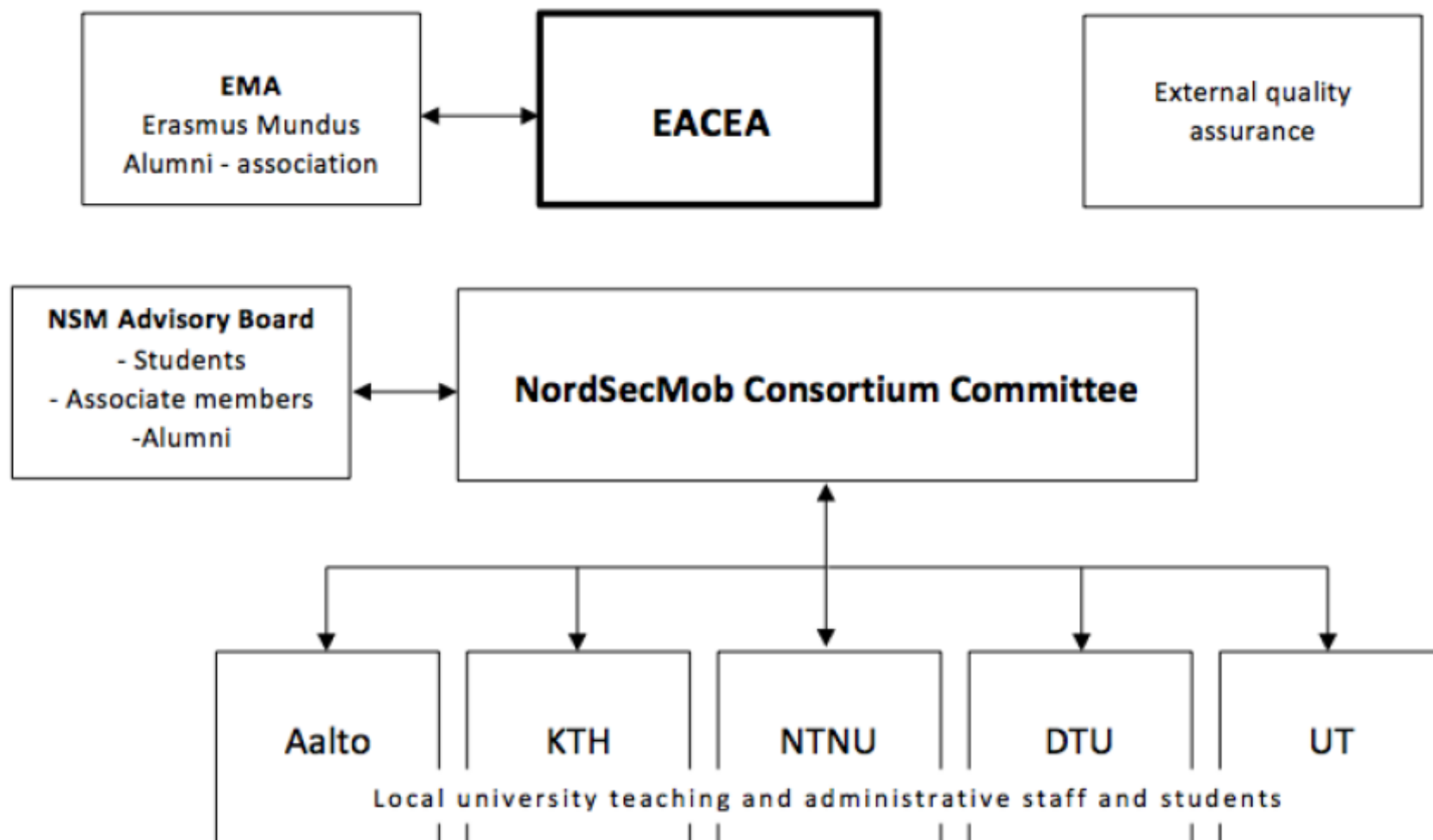


Figure 2: Governance model of the NordSecMob programme



N.B. EACEA stands for the European Commission's Education, Audiovisual and Culture Executive Agency.

Cooperation agreement

Draw up a co-operation agreement as early as possible, making it **flexible**, as there will be regular need of updates.

1. Purpose and Scope of the Agreement
2. Legal framework and national qualifications – documentation in annex
3. Structure and Organization of the Cooperation
4. Programme Structure (learning outcomes, course units, methodology, mobility)
5. Degree and Diploma – template in annex
6. Student Admission, selection, registration and examination
7. Financial management (including tuition fees, annex)
8. Quality Assurance (annex)
9. Intellectual Property Rights
10. Renewal, Termination and Amendment and resolution of disputes
11. Application of law and dispute resolution

Joint student administration

- Joint admission requirements must be in line with national and institutional regulations
- Joint online application and joint selection
 - partners sometimes do preselection
 - all partners access to application form
 - involve local admissions office
- Agree how to manage possible complaints
- Registration: check institutional guidelines, normally at HEIs awarding the degree.



Joint programme application form

<i>Semester</i>	<i>University and specialization</i>			
<i>Semester I</i>	[British partner]			
<i>Semester II</i>	<i>Tourism</i>		<i>Marketing</i>	
	[German partner 1]		[German partner 2]	
	[French partner 1]		[French partner 2]	
	[Polish partner]		[Portuguese partner]	
<i>Semester III</i>	<i>Tourism</i>		<i>Marketing</i>	
	[German partner 1]		[German partner 2]	
	[French partner 1]		[French partner 2]	
	[Polish partner]		[Portuguese partner]	
<i>Semester IV</i>	<i>Completion of the master's thesis</i>			
	[German partner 1]			
	[French partner 1]			
	[Polish partner]			
	[German partner 2]			
	[French partner 2]			
	[Portuguese partner]			
[British partner]				

Joint student administration

1. Information for students must be the same at all partners
2. Monitoring progress: agree who is responsible
3. Transfer of credits, archiving of student records
4. Practical issues like insurance, visa, residence permits, accommodation (usually offered as part of the general student services at each partner).
5. Assessment and grading: shared policy

Grade conversion table - example

ECTS	Uni 1	Uni 2	Uni 3	Uni 4	Uni 5
A, best 10%	5	A	A, 90-100	12	Excellent
B, next 25%	4	B	B, 80-89	10	Very good
C, next 30%	3	C	C, 60-79	7	Good
D, next 25%	2	D	D, 50-59	4	Satisfactory
E, next 10%	1	E	E, 40-49	2	Sufficient
F, fail	0, failed	F	F, 0-39	0	

University 1 uses an ECTS credit system, scale 1-5

University 2 uses a grading scale A-F, compatible with ECTS credits, etc.

Financial administration

- Full-cost budget (direct and indirect costs)
- Sign an agreement on income distribution
- EMQA checklist on actions for HR and finances at <http://www.emqa.eu/>



Calculating full-costs

1. What are the full programme costs of 1 year and what do they include?
2. Can the programme be subsidised by your institution? If yes, please explain how.
3. Would your university agree if partners divide the lump sum unevenly?
4. Would your university agree to put aside 10% of your JP incomes for a programme contingency fund?
5. Would your university agree to invest from its own budget into a development and maintenance of the JP website?
6. What is the minimum amount of students at your institution which would allow implementing a programme/ a course?
7. What is the maximum amount of students in master programmes at your university?
8. Can students from different programmes attend the same course?

From: JOI.CON, Practical approaches to the management of joint programmes: results from the JOI.CON Training Project, Leipzig University, 2012, p.48.

Financial administration - fees

Figure 9: Possibilities of charging fees, as proposed by the JOI.CON master team *JEMToM*

Possible Solution	PRO	CON
1) Single consortium fee	<ul style="list-style-type: none">• consortium remains cohesive• students are treated equally• reserves for sustainability can be collected• collecting fees is an uncomplicated process• JP marketing is transparent	<ul style="list-style-type: none">• legal framework of partners might pose obstacles• currency exchange complicates transfers• less attractive for students from countries with lower or no tuition fees• programme might profit inappropriately from fees

Financial administration - fees

2) Fees charged according to study location

- no currency exchange involved
- reliable (consistent) funds for institution that really hosts the students
- fees are a matter of students' choice

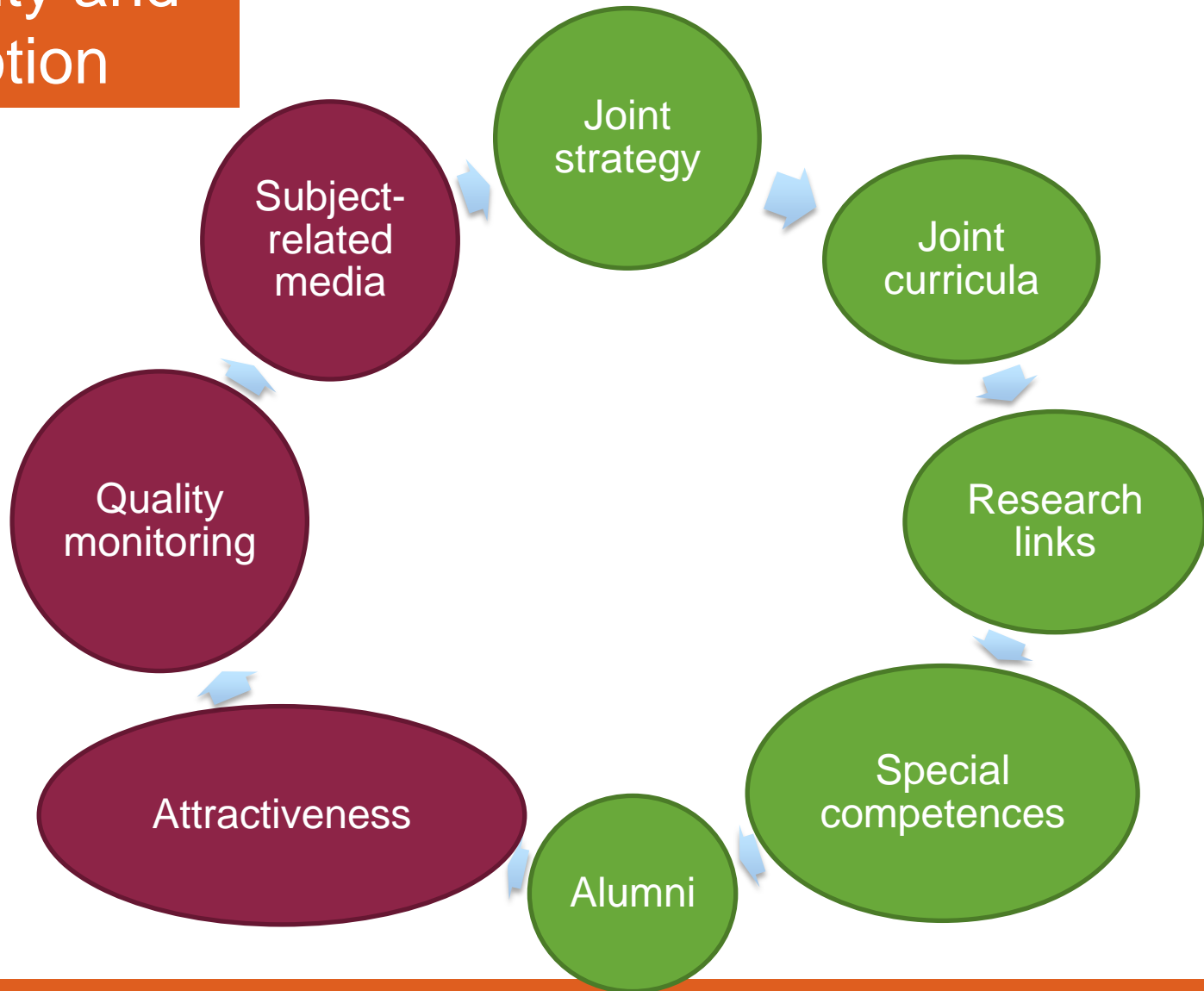
- additional managing costs arise
- students do not pay equal amounts
- funds are not consistent, additional service fee for consortium might be needed
- not all scholarship schemes are eligible

3) Fees charged according to home institution

- students benefit from expensive universities at low cost
- no currency exchange involved
- scholarship schemes are eligible

- risk of uneven student flow
- students might pay high fees while studying at low-fee institutions
- funds are not consistent, additional service fee for consortium might be needed

Visibility and promotion





Specific challenges in joint programmes



1. Risk of marginalisation
2. Fees, mobility → student interest in JP
3. High administrative costs
4. Obstacles to employability
 - Intense mobility track → weak possibility to link to local labour market and employers
 - Employers unfamiliar with joint programmes or diplomas
 - Few surveys on employer attitudes
 - **EM Alumni Survey however shows very positive employability trends**

Visibility and promotion

Coherent information to students:

- Comparable information from each partner
- Special characteristics of a joint programme (admission criteria, learning outcomes, credit weighting, workload, mobility structure, recognition)



TAMPEREEN
YLIOPISTO

JOHTAMISKORKEAKOULU



Employability Case

MaRIHE
Erasmus Mundus
Master in Research and Innovation in Higher Education



CIMO



MARIHE – 2 years, 120 ECTS

Thematic focus on HEIs' role in the knowledge triangle; objective to produce “future HE managers, policy makers, analysts, researchers and consultants”

- Danube University Krems (Austria, coordinating university)
- University of Tampere (Finland)
- University of Applied Sciences Osnabrück (Germany)
- Beijing Normal University (China)



Global thinking needs mobility

	1. sem	2. sem	Internship	3. sem	4. sem
Austria	x		x		x
Finland		x	x		x
China			x	x	
Germany			x		x
Other countries			x		

Involvement of employers in MARIHE

Visiting lecturers from academic and non-academic associate partners

Real-life case studies integrated to the curriculum

Local (elder) students tutor MARIHE students in each semester

'Field trips': visits to organizations relevant to MARIHE

MARIHE career day once every academic year

A compulsory internship period (min. 6 weeks, max. 3 months)

- Employer & intern feedback collected and utilized afterwards

Involvement of employers in MARIHE

Master's Thesis connected to internships

Support in pursuit for post-graduate studies

An employability survey within the programme for each cohort

Distributing job offers and graduate career events for alumnae

Internship

84 % of EM graduates assess internships as highly profitable for future career (JDAZ)

MARIHE internships, compulsory, 5 ECTS, programme-lead, min. of 6 weeks between 2nd and 3rd semester

- Ensuring the quality of internship hosts and tasks
- Building long-term and close relationships with the employers
- The visibility and reputation of the programme grows
- Strengthening employment prospectives of graduates

Website presentations

EMQA, Erasmus Mundus Quality Assurance

<http://www.emqa.eu>

→ all aspects of quality assurance of joint programmes

Erasmus Mundus Clusters

http://eacea.ec.europa.eu/erasmus_mundus/clusters/index_en.php

→ particularly employability



EMAP, Erasmus Mundus Active Participation

[EMAP](#)



JDAZ, Joint programmes from A to Z, 2012-2015
Reference guide on all relevant aspects, including
lists of templates at the end

[JDAZ](#)

[ECApedia](#)



Wishing you a warm
Thank you for your attention and
Good Luck with joint study programme preparations –
reaching for new shores!