



SPHERE

Support and Promotion
for Higher Education
Reform Experts

Impact and Sustainability

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“Perspectives and methods of organising joint master’s programmes in cooperation with European universities on double-degree basis; procedures for the development and implementation of joint educational programme”

Developing a joint multilateral/bilateral programme is a long and difficult path requiring extra efforts, costs and institutional commitment. It requires the involvement of different actors at institutional level

A joint programme is NOT a “regular” programme and its sustainability depends on different factors

What does sustainability mean for Joint Programmes?

FINANCIAL resources

ATTRACTIVENESS

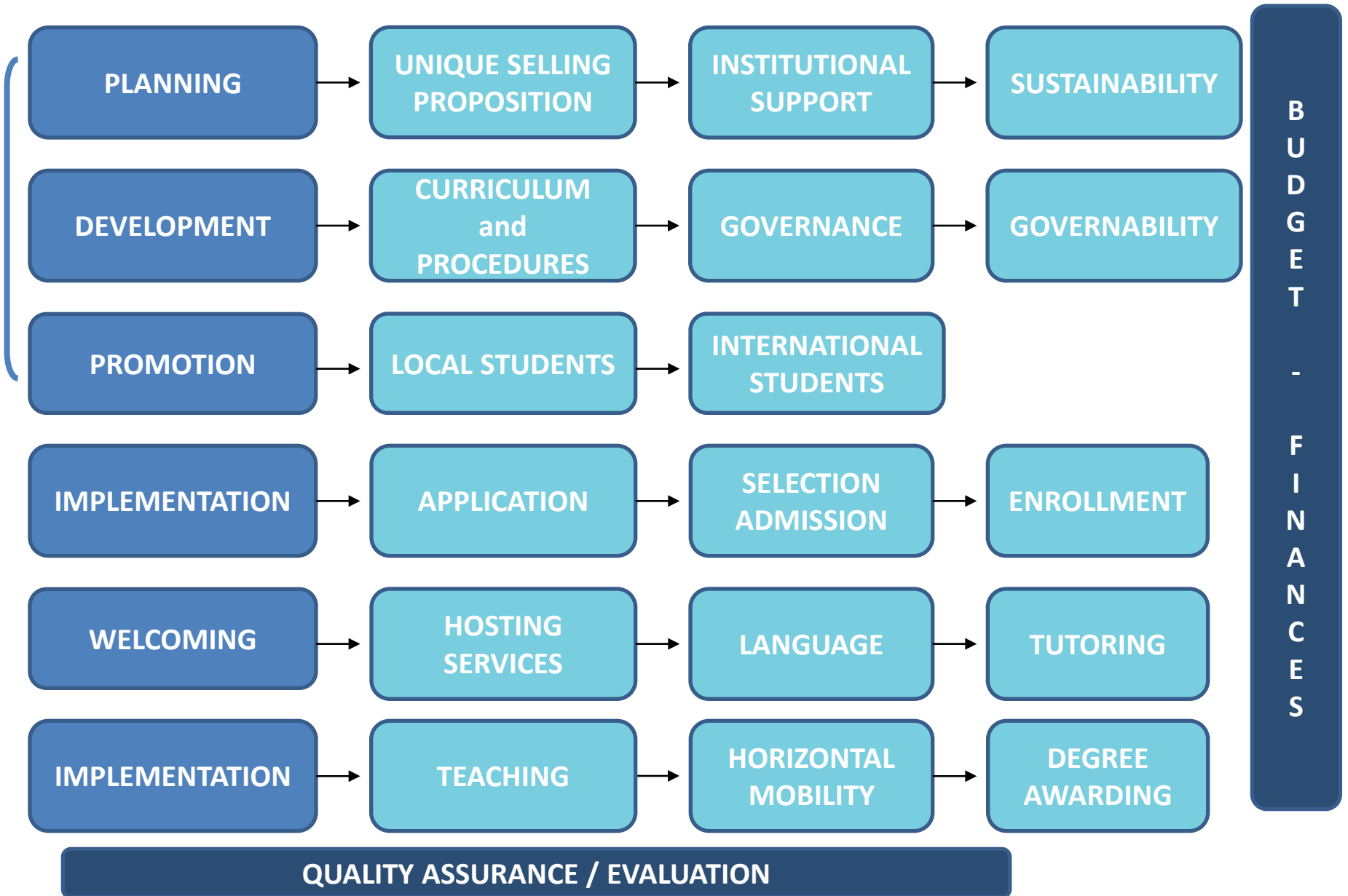
Good and efficient ORGANISATION

QUALITY

PEOPLE professionally trained

INSTITUTIONAL SUPPORT

The Management GRID



Promotion of the programme

Aspects to be taken into consideration

1. Targeted students (local vs international)
2. Professional marketing of the programme
3. Promotional means: traditional vs innovative ones
4. Clarity of information (what is a joint degree???)

Challenges

1. Lack of «tradition» for «traditional» universities
2. Lack of professionalisms
3. Costs
4. Erasmus Mundus «brand advantage»

Promotion of the programme

Erasmus Mundus experience

- I. Phase 1: Students following scholarships (few EU candidates)
- II. Phase 2: Scholarships available for EU students but... Few EU students applying

Extra Erasmus Mundus experience

Joint programmes attractive when quality and uniqueness are effectively communicated

Tools: <http://www.em-ace.eu/en/> (ACE project)

Wide topic including:

Definition of costs (full costs or additional/marginal costs) and incomes, at insitutional and consortium level.

Full vs additional/marginal costs

Why full cost approach?

In a consortium where tuition fees and funding schemes are different, full cost approach is a professional way to calculate and distribute resources

Why additional costs approach?

When the relation is bilateral or tuition fees are not an issue to be harmonised, marginal costs approach can be applied

Definition of a programme budget including expenses

Full costs calculation can be difficult because most of HEIs are public and funded by the state. Within those institutions it is difficult to calculate the full costs of a Programme, which includes teaching staff costs, administration costs and costs for infrastructures.

Additional/Marginal costs are easier to be calculated, but not every Programme coordinator makes a precise budget beforehand.

In a joint programme (additional) costs that have to be calculated include

- Scholarships,
- Mobility of students
- Travels for meetings
- Coordination costs
- Secretariat (if necessary)
- Web site,
- Marketing and Promotion,
- Special services (language course, tutoring etc.)

Surveys: www.joiman.eu

Define how to cover costs:

Is EU funding sufficient for the implementation?

1. EU funds are either funds for development or for implementation (E+ Capacity building, E+ Strategic Partnerships or Knowledge Alliances, E+ Erasmus Mundus Joint Master Degrees)
2. EM funds 100% scholarships but very limited management costs
3. EM does not exist anymore. E+ «era» has a stronger focus on mid and long term sustainability (3 years)

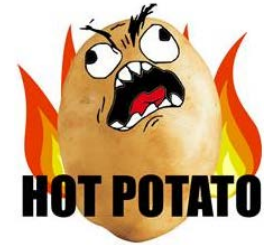
EU funding **is not** sufficient to ensure ongoing and long term sustainability

Finances (ongoing and future sustainability)

How to cover costs:

1. Institutional support (see «initial sustainability»)
2. Raising funds from associates and allies (see initial sustainability»)
3. Explore other funding programmes to attract specific students (Becas Chile, Brazil, Russia, Middle East)
4. Research funds
5. Define self sustainable training initiatives (E.g: WOP – P Summer School)
6. Define a consortium **tuition policy**

Decision on tuition and administration fees



- EM requirements: common tuition policies
- European social and economics systems: very different national – regional – approaches on tuition fees (Scandinavian, Anglosaxon, Continental, Mediterranean)
- Usually this is an issue on the agenda of EM Programmes only (when the Donor requires it).
- It is a good practice to openly discuss the issue even when not required

Tuition fees, if coherent with the quality offered, can be a resource for sustainability

- Example Erasmus Mundus Brand Names
- Example of supporting policies for international courses

Achieving sustainability through alternative financing

- **Develop a robust sustainability strategy**
From the start of planning to run an JP, focus on not becoming over-dependent on EU funding
- **Consortium sustainability through institutional embedding**
Work with your partner institutions in the consortium to secure commitment for ‘in kind’ resources that underpin the consortium beyond core funding;
- **Build funding capacity through a ‘portfolio’ approach to sources**
Actively research all potential funding opportunities that can replace the student scholarships that come with a funded project
- **Convince excellent students that your programme is worth paying fees**
Make it clear to them what the benefits of participating in the programme are.

Achieving sustainability as world-class programmes through targeted dissemination

- **Maintain focus on core/niche markets through innovative pedagogical content.**
Constantly review the programme and adapt it to the needs of the market.
- **Maximise the involvement of end-users**
Research employability needs and ensure that students will be provided with relevant soft skills to enhance their employability.
- **Develop strategic alliances**
Include employers but also other stakeholders such as public institutions and students/alumni to improve employability; provide platforms to explore stakeholder and employer needs and feed them back into curriculum innovation.

- **Market your programme strategically**
Communicate why it is ‘world class’ and identify the main beneficiaries (students) and end-users (employers); develop convincing messages
- **Develop an integrated communication strategy** tailored to the different audiences of the programme.
- **Involve networks** to publicise the programme to different target groups and use marketing agents, EU Delegations and alumni where possible.
- **Produce world-class publicity material** that is clearly designed with the ‘market’ in mind. Ensure that programme websites are designed with the end-user in mind, not the administrators. Ensure that your alumni are promoting and praising your programme.

Source: http://ecahe.eu/w/index.php/Portal:Joint_programmes

Impact of joint programmes

A sustainable programme is not necessarily one that maintains exactly the same structure as during the funded period.

Changes, new developments, different approaches and solutions are all part of the natural evolution of a project, **as long as it still delivers an added value** to the institutions, the students and other beneficiaries

Impact of joint programmes

Employability of students vs costs of programmes
for small numbers

How to justify the institutional investments?

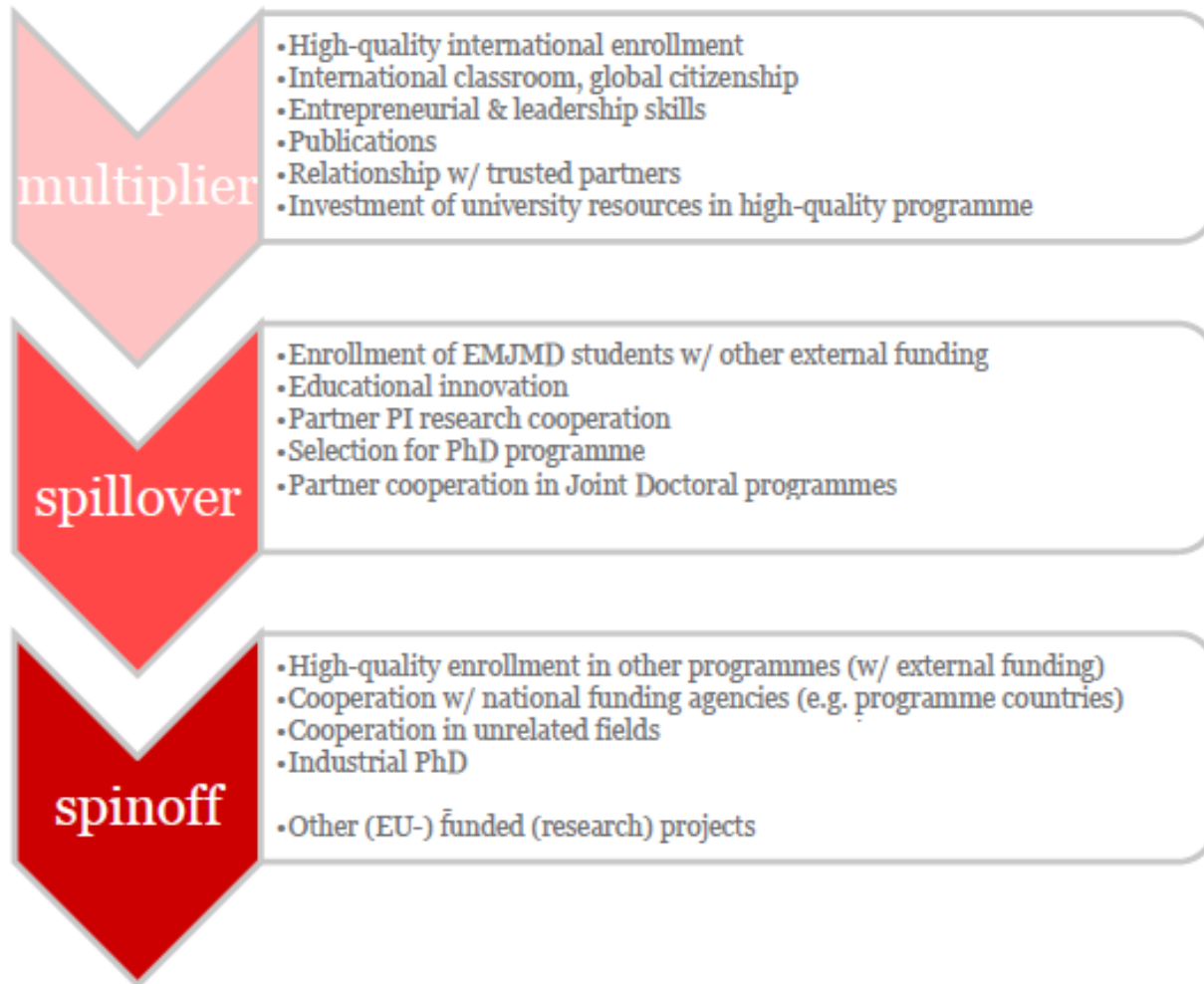
It is **limited** to look at **sustainability** only in terms of **finances**. It also, for example concerns *integration, continued cooperation, added value, innovation, quality, visibility, employability and transparency*

Impact of joint programmes

Joint Programmes, if sustained from the top management, can create an institutional impact in terms of **Multiplication, Spillover** and **Spin-off**.

The embedding of EMJMDs in an **internationalization strategy**, if properly managed, creates longer-term added value in education, research & societal impact

Impact of joint programmes



Impact of joint programmes

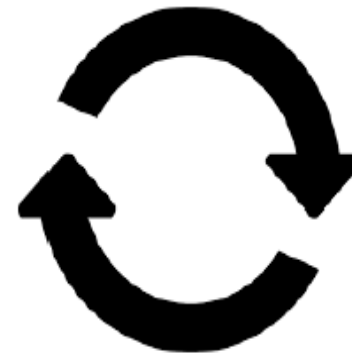
Move from this...

To this...!

Top-down
Institutional
policy



Bottom-up
coordination of
innovative Joint
Programmes



Initiatives at the basis and institutional
policy reinforcing one another



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