



JOIMAN

**JOIMAN: Joint Degree Management and
Administration Network: Tackling Current Issues
and Facing Future Challenges**

Final Report

Public Part

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Executive Summary

JOIMAN is a Network of European Universities and Erasmus Mundus National Structures focusing its research activities on the Administration and Management of Joint Degrees.

The Network is composed by **15 Universities** and by **4 Erasmus Mundus National Structures**, covering 11 European Countries. All the 15 Universities have gained a long experience in the development of Joint Programmes at Master Level, with a massive participation in the Erasmus Mundus Programme.

The network is enriched by the participation of the Erasmus Mundus National Structures Italy, Belgium (Flemish), Lithuania and France (as associated partner). National Structures are involved in the project with a crucial role in the dissemination and exploitation of the project's results.

The overall objective of the Network is to improve the management capacity of European Universities regarding the administration and management of joint programmes through the establishment of a common discussion platform among institutions with a relevant experience in the development and management of joint programmes. Therefore, the target group of the network are Higher Education Institutions in Europe and outside, wishing to develop new collaborative educational initiatives, in particular joint programmes.

During the two years of the project's life, the Network investigated on the administrative management of Joint Programmes, trying to identify good practices adopted and developing recommendations on the following issues:

- **Application, selection, enrolment and certification** procedures in joint programmes
- **Financial sustainability of joint programmes**
- **Quality, organisation and services in joint programmes**
- Joint Programmes at **Doctoral level**
- Joint Programmes with **institutions not involved in the Bologna Process**

The project has developed transferable outputs such as a “Good Practice Report and Recommendations on the Management of Joint Programmes”; a “Good practice report on the development of Joint Doctorates” and a “Good Practice Report on the administration of collaborative programmes with institutions not involved in the Bologna Process”.

The outputs of the project will be shared with the Higher Education Community in Europe and outside the EU and all the research documents and tools developed, such as **Surveys, Papers, Reports** and **Cooperation Agreement Templates** are already available on the JOIMAN web site (www.joiman.eu).

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1. Project Objectives

Because of the success of the **Erasmus Mundus Programme** worldwide and the scheduled implementation of the Bologna Process, European universities have reserved a special place in their internationalisation strategy for Joint Programme development.

Although European universities have been involved in the development of Joint Programmes since the eighties, the Erasmus Mundus Programme has triggered the essential change in the philosophy regarding joint programme creation and administration. The Erasmus Mundus Programme focuses predominantly on the concept of “**consortia**” as well as on the concept of “**Integration**” to be applied to the curricular aspects as well as to the administration and management issues of a Joint Programme. After 5 years of Erasmus Mundus many administrative issues are still unsolved. Especially, all the issues connected to the **accreditation** of Joint Degrees at national but – more relevant – at **institutional level**, all the administrative consequences of a joint selection, enrolment and administration of students or the issue of the **sustainability** of joint programmes, which requires a special effort since it juxtaposes different national university funding systems, challenges the social cohesion dimension, and demands common procedures and tools for the consortium co-operation.

JOIMAN Network intends to intervene in the above mentioned issues, trying to identify model of Joint Programmes management and solutions adopted, either by Erasmus Mundus consortia or by institutions involved in Collaborative Programmes, to overcome administrative problems in the management of Joint programmes.

Therefore, the **objectives** of the JOIMAN Network are:

- To improve the management capacity of European Universities regarding the administration and management of joint programmes.
- To create a common discussion platform among institutions with a relevant experience in the development and management of joint programmes
- To analyse the existing administrative procedures and practices in the management of joint programmes at master and doctoral level
- To develop new guidelines, good practice reports and common tools to be adopted by institutions interested in the development of new Joint Programmes
- To prepare European universities for the opportunities and challenges of the Erasmus Mundus II Programme, involving the Third Cycle of study (Doctorates) and involving non European Countries in the delivery of the study programme and in the award of the joint degree.

In particular, the Network will provide the Higher Education Institutions with guidelines and recommendations on the administration and management of Joint Programmes covering in particular the following domains:

1. Application, enrolment, selection and certification of students in joint programmes

2. Financial sustainability of joint master programmes

3. Quality, organisation and services in joint master programmes

4. Development and management of Joint Doctorates

5. Development and management of Joint Programmes among EU and non – EU institutions.

The research activities on the above mentioned topics are conducted analysing the practices adopted within and beyond the project's partnership. Therefore, during the development of the activities a wide community of Higher Education Institutions has been informed and involved in the activities through an international survey, through study visits and through the organisation of international seminars, conceived as a mean to spread the innovative impact of the JOIMAN results, but also to stimulate further discussions on the JOIMAN themes.

This approach has been conceived in order to improve the quality of the results and to maximise their impact in terms of final user.

Therefore, the results of the project are intended to benefit not only the partnership of the project but also the whole community of Higher Education Institutions which are currently running collaborative programmes of education of which are interested in the development of new Joint Programmes.

Indeed, the results are published on the project's web site (www.joiman.eu) and the interested Higher Education Institutions can download the results or contact the coordinator to obtain paper copies.

2. Project Approach

2.1 General project's approach

The research fields and the activities of the JOIMAN project are clearly distinguished in the two years project. During the first year of the project the main topic of investigation is the “management of already running Joint Programmes” and the fields of study are:

1. **Application, enrolment, selection and certification** of students in joint programmes
2. **Financial sustainability** of joint master programmes
3. **Quality, organisation and services** in joint master programmes

During the second year, the topic of investigation have been:

4. Joint Programmes at **Doctoral level**
5. Joint Programmes with institutions **not involved in the Bologna Process**

During the two years of project's life, the common methodological approach is the division of work into specific **Task Forces**. For each one of the 5 above indicated topics it has been created a Task Force which is responsible for the research activities and for the transfer of the results to the whole partnership and to the wider community.

Each task force is coordinated by a “Task Force Leader” who is also a member of the Steering Committee of the network. This approach is aimed to facilitate the interexchange of information among the Task Forces and to increase the quality of the final output.

2.2 Methodology applied during the first year

The first methodological approach has been the setting of the terminology. For the purposes of the JOIMAN project, JOINT Programmes are defined as “those study programmes, jointly developed by two or more institutions, leading to the delivery of 2 or more diplomas or to a joint diploma”.

The main output of the first year are the “Template of collaboration Agreement” to be used by institutions involved in the development of Joint Programmes and the “Good Practice Report for the Administration and Management of Joint Programmes” which contains examples of solutions adopted and recommendations for the implementation of Joint Programmes, as well as the results of the Survey and the presentations of trends and models.

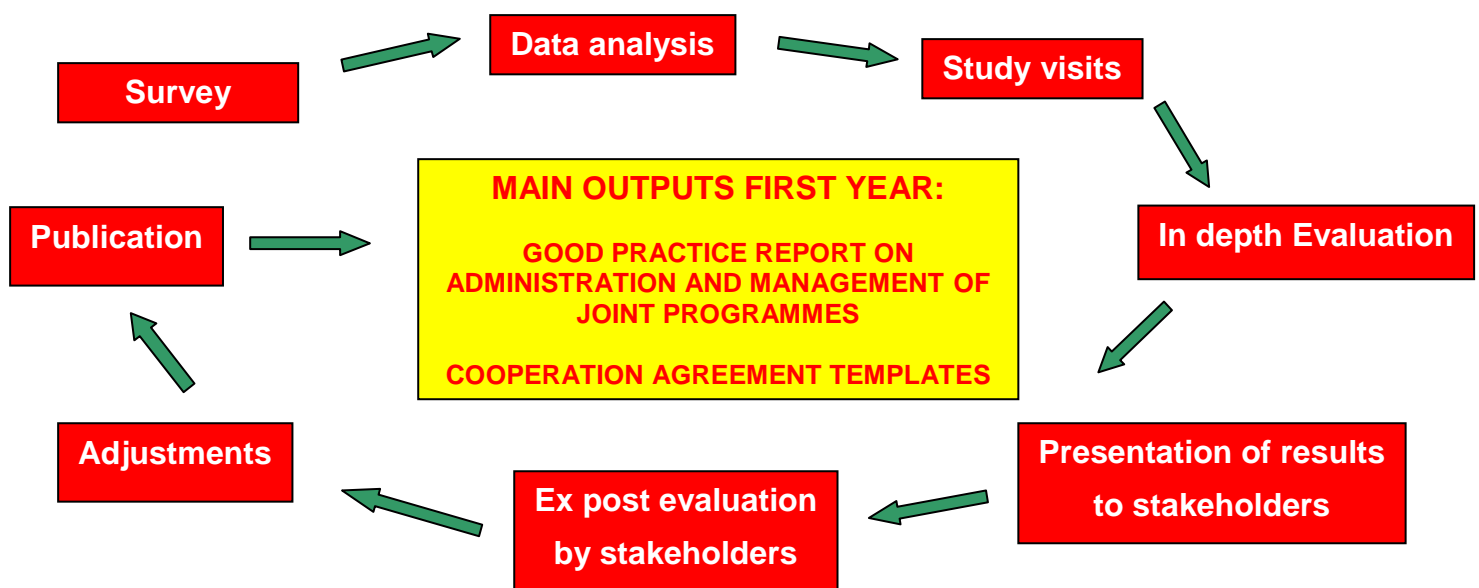
For the realisation of these outputs it has been launched a Survey targeted to Joint Programmes coordinators and to administrators of Higher Education Institutions. In order to address those target beyond the project's partnership, the Network has exploited the Erasmus Mundus National Structures involved in the project and the University Network in which some of the institutions are involved (Utrecht Network, Coimbra Group, UNICA network, EAIE etc).

After the launching of the Survey, the data collected by the 89 Joint Programmes coordinators and 37 administrators have been analysed by the Task Forces in order to identify good practices and solutions and in order to identify the institutions to be

contacted for the Study Visits. At the end of the first year, 7 study visits have been implemented in order to extend the sample and to improve the accuracy of the analysis.

The subsequent step has been the merging of the results (in depth Evaluation) from the three thematic task forces to be realised in order to produce a comprehensive **“Good Practice report for the Administration and Management of Joint Programmes”** and a **“Cooperation Agreement Template for Joint Programmes”**.

The final methodological step has been the presentation of the outputs during international seminars which have been organised during the second year of the project and the involvement of stakeholders in the final evaluation of the outputs (ex post evaluation).



2.2 Methodology applied during the second year

The main outputs of the second year are the **“Good practice report on the development of Joint Doctorates”** and the **“Good Practice Report on the administration of Joint Programmes with third Countries partners”**.

Due to the different topics of research of the second year, the methodology applied was different from the approach adopted during the first year. Investigations have been conducted through an internal analysis of the practices adopted, through the involvement of external contributions recruited through an international **call for papers**, and through an extensive use of **study visits and interviews**.

The results of the methodology brought to the publication of the 2 main results of the second year:

- Good Practice report on Development and management of **Joint Doctorates**
- Development and management of **Joint Programmes among EU and non – EU institutions**

Finally, all projects results have been presented during the 3 international seminars on joint degrees which have been organised in the second year of the project in Rome (November 13th 2009), in Antwerp (March 26th 2010) and in Vilnius (October 29th 2010).

This approach has brought unexpected results which have been published on the JOIMAN web site, which now hosts in the “output page, in addition to the Good practice reports, a number of papers received by external contributors or developed by JOIMAN partners, all the contributions presented in the international seminars and other outputs such as the table describing the rules and regulations in EU on tuition fees.

3. Project Outcomes & Results

During the first year of the project, the main outcomes and results achieved can be divided into two groups:

1. Products and outputs directly transferable to a wider community
2. General outcomes of the partnership

Products and outputs are the tangible products realised within the project which can be adopted by the target group of final beneficiaries identified, while the general outcomes are those results which are not tangible outputs directly usable by institutions or individuals external to the project, but can have a multiplier effect on the institutions involved and which can be transferred to third parties in the long term.

In the first group of results, the main achievements of the JOIMAN Network are:

- I. The web site of the project
- II. The survey on the administration and management of Joint Programmes
- III. The cooperation agreement template for joint programmes
- IV. The good practice reports on the administration and management of Joint Programmes and its annexes
- V. The Good Practice report on Development and management of Joint Doctorates
- VI. The Good Practice report Development and management of Joint Programmes among EU and non – EU institutions
- VII. The papers collected through the international call for papers
- VIII. Other papers and presentations produced by JOIMAN partners
- IX. All the contributions from speakers at the international seminars
- X. The table containing rules and regulations on tuition fees in EU

The web site of the project

The web site of the project (www.joiman.eu) contains information on the project's objectives, on the project's participants and on the project's activities. A specific session is dedicated to project's partners which are presented with a description of their institutional policy/strategy for the development of Joint Programmes. The final outputs of the project are uploaded into the "output" section which presents the public deliverables as well as the database of Joint Programmes developed by members of the Network.

The Survey on the administration and management of Joint Programmes

The Survey launched within the JOIMAN project has been addressed to University administrators (JOIMAN Survey Part 1) containing questions on the organisational structure of the institution and on the policy and strategy adopted at institutional level for Joint Programmes development and management, and to Joint Programmes coordinators (JOIMAN Survey Part 2) containing specific questions on the

organisation and administration of each single Joint programme. The survey has been open from the 1st of May until the 22nd of June 2009. The questionnaires used for the survey are one of the main output of the first year of the project and can be used by external users to “map the process”. Indeed, the detailed list of questions **is an example of the relevant issues to be addressed when developing and managing a new Joint Programme**. Therefore, the survey structure has a direct impact on the whole community of Higher Education Institutions. **This output can be downloaded from the website of the project at the section “Outputs”**.

The Cooperation Agreement Template for joint programmes

This document is one of the main “tangible” output of the first year and can be used by the JOIMAN partners but it has been conceived as a cooperation tool to be shared with the higher education community at a wider level. The template is the results of the analysis of the existing cooperation agreement in place within the JOIMAN partnerships, but also contains indications collected by the JOIMAN survey which contained 4 specific questions dedicated to the cooperation agreement within Joint Programmes consortia. The cooperation agreement is **downloadable from the project’s website at the section “Outputs”**.

The good practice report on the management of Joint Programmes

The good practice report on the management of Joint programme is the main output of the first year of the project. It will have a wide impact on the Higher Education community and will serve both the institutions already running Joint Programmes and those Institution wishing to develop new ones.

It is composed by the analysis of the survey’s results, deepened by the findings from Study Visits realised to selected institutions in Europe, and it presents trends and models of management of joint programmes, as well as a specific session with 50 recommendations and 15 good practices described.

This output **is downloadable from the project’s website at the section “Outputs”**.

This results will contribute to the achievement of the defined objective “to improve the management capacity of European Higher Education Institutions, in the administration and management of Joint Programmes” and “to develop new guidelines, good practice examples and common cooperation tools”.

The Good Practice report on Development and management of Joint Doctorates and the Good Practice report Development and management of Joint Programmes among EU and non – EU institutions

These 2 outputs have been conceived as a tool to understand the main challenges when developing and managing joint doctorates or joint masters with non EU – institutions. They are both **downloadable from the project’s website at the section “Outputs”**.

The papers collected through the international call for papers and other resources developed by the partners

All the papers collected from external authors participating in the JOIMAN call for papers, as well as other resources such contributions from speakers at the international seminars and papers developed by JOIMAN partners are published on the JOIMAN web site and will have the scope to stimulate reflections and discussions on joint programmes issues within the HE community.

In the second group of outcomes, the following results have been achieved by the project:

XI. The Virtual space of collaboration

XII. The experience, the knowledge and lessons gained by the project's partners

The Virtual space of collaboration (platform for collaboration)

The Virtual Space of collaboration is the Intranet site of the Network. It has been conceived on one hand as a communication tool and as a repository of relevant project's documentation, and on the other hand a common space for virtual collaboration, in particular for the development of "multiautors" documents to be realised with a multiversioning tool. A specific section is also dedicated to the knowledge base, which contains policy and operational documents on the topic of the project.

This results will contribute to the achievement of the defined objective "to create a common discussion platform among institutions with a relevant experience in the development and management of Joint Programmes"

The experience, the knowledge and lessons gained by the project's partners

One important outcome of the project is the gained experience of the project's partners both in the topics of the project and in the general management of a Network funded by the European Commission. The experiences and the know how gained by the participants will be transformed into competences (for the human resources involved) and into standard procedures (for the institutions). These competences and procedures will be a benefit for the interested people and institutions, but will be also a long term benefit for the Higher Education Community as the knowledge gained will be transferred to the networks of the people and institutions involved.

This results will contribute to the achievement of the defined objective "to improve the management capacity of European Higher Education Institutions, in the administration and management of Joint Programmes".

4. Partnerships

The consortium is composed by **15 Universities** and by **3 Erasmus Mundus National Structures**, covering 11 European Countries. The Countries represented by the partnerships are part of the Southern Europe (Italy and Spain), of the Continental Europe (France, Germany, Austria, Belgium), of the Scandinavian Region (Sweden and Norway) and of the Central and Eastern Europe (Romania, Czech Republic and Lithuania). The geographical composition of the partnership has permitted to put into relations institutions and people belonging to different “Country Systems”, which are all part of the Bologna process but which are “reading the Bologna reforms with different glasses”. This has been one of the most enriching outcomes of the project. Unfortunately, no UK institutions are part of the Network, therefore, UK institutions have been reached through study visits and dissemination activities. During the second year, a number of external contributors have supported the JOIMAN group. First of all the **French Erasmus Mundus National Structure**, as an associate partner of the project, has contributed both in the dissemination activities and in the development of contents, participating in meetings and events organised by JOIMAN. Secondly, most of the EM National Structures have supported the project participating in international events and contributing presenting their views and representing countries not directly targeted by JOIMAN partnerships. Finally, external stakeholders have supported the project after they have been addressed by dissemination events, then remaining part of the JOIMAN supporters. Therefore, the JOIMAN “family” was composed at the end by many additional institutions and not only by the full partnership of the Network.

All the 15 universities are prominent and broadly based research universities with intensive international co-operation between them and with partners all over the world. Twelve out of the fifteen universities are member of the **Utrecht Network**, a network of 31 European Universities co-operating in the area of internationalisation of higher education and running, among the other projects, the EXAMPLE Erasmus Mundus Action 4 initiative aimed at the promotion of the European higher Education system in the world.

The three Universities not part of the Utrecht Network, the University of Padova, the University of Deusto and the University of Bordeaux 1, brought to the project their vast and significant international experience gained within the Erasmus Mundus Programme, the External Cooperation Window Programme and, more broadly, in the internationalisation of Higher Education process.

All the 15 Universities have gained a long experience in the development of Joint Programmes at Master Level, with a **massive participation in the Erasmus Mundus Programme**. Indeed, many Erasmus Mundus Courses are run by the JOIMAN partners, with some universities managing more than one Erasmus Mundus Master Course or Doctorate. Some of the Universities involved have also developed joint programmes with institutions outside the Bologna Process and most of the partners have already experienced Joint Programmes at doctoral level.

All the partners are actively involved in the Bologna Process implementation, **and many Bologna Promoters** are directly contributing to the project’s activities. This aspect is helping the consortium to be in constant relation with the key stakeholders involved in the internationalisation of education in Europe.

People selected for carrying out the project's activities have important responsibilities in the central administration of their institutions and in departmental units. People from the International Relations Offices (Vice Rector, Directors and project managers), people from the administrative education area (directors and officers involved in registers units), people from the accounting services and people from the quality assurance services are involved in the project. In addition, academics responsible for joint study programmes have brought a relevant contribution to the project's activities.

The network is enriched by the participation of the **EM National Structures of Italy, Belgium (Flemish) and Lithuania, and France as associated partner**. NSs are involved in the project with a crucial role in the dissemination and exploitation of the project's results; in addition, their contribution has been relevant for the collection of data on the existing Erasmus Mundus programmes. National Structure have been in charge of the organisation of the exploitation seminars and will exploit their strategic relations with relevant stakeholders after the end of the project. They are composed by experienced people who have been working in the field of Higher Education, Research assessment, Quality Assurance and Lifelong Learning for many years and who are now in charge of the promotion of the Erasmus Mundus Programme in their country. The Italian NS is also the Italian ENIC – NARIC unit, while the Lithuanian and the Flemish NSs are also in charge of LLP management of decentralised actions.

JOIMAN network is open to the world and it is aimed to establish collaboration with other networks, association or institution and to involve experts on the field or institutions in the ongoing debate fostered by the project. At this regards, it has been particularly interesting to be open to “cross project's cooperation initiatives” which JOIMAN has established with many other Networks and projects.

5. Plans for the Future (1 page)

The JOIMAN Network intended to develop a list of tools and guidelines to be exploited by the members of the network and by stakeholders, in particular other HEIs and decision makers on higher education, also beyond the project's life.

The main sustainable benefit for the partners of the project, which will have its effect in the medium – long run, is **the embedded knowledge** deriving from the “network experience”. The JOIMAN network has managed to congregate in the same community more than 80 experts (plus academics participating in events or giving feedback in specific phases of the project) on Joint degrees. The main added value for this project, is the extraordinary learning experience generated by the community, which will enable the **institutions involved to have long term benefits**, which will be multiplied and exploited by the international networks of the participants.

Furthermore, the “**JOIMAN community**” is now composed by many other stakeholders, in particular by all the people and institutions which supported the project during the life time, and who are now in close contact with the JOIMAN partners. This vast community is composed by the people who participated in the JOIMAN Survey, by those institutions which have been visited to collect experiences and practices, by the authors of the papers collected and by the large community of participants or registered in JOIMAN seminars (more than 700 contacts).

This lively community is the best field for the exploitation of JOIMAN results in the long run, both for the multiplication effect in the use of JOIMAN results and for the future initiatives that are already planned and which will arise in the future.

The innovative impact of the main products and tools realised have been already exploited within the institutions and will continue to be adopted by the community created since all the outputs will remain on the web site beyond the project's life.

A special mention for the sustainability of the project in the long run has to be dedicated to the Utrecht Network.

Utrecht Network (UN) is a representative European-wide network of 31 European universities in 29 countries, cooperating in the area of internationalization.

The Steering Committee of the UN has already approved a financial support for the delivery of printed JOIMAN material to all UN members and to other stakeholders. In addition, next annual meeting of the UN which will be held in Iasi on 5-6th May will **host a session on the evaluation of JOIMAN results**. The aim is to assess the importance of the products and to guide JOIMANees in future development activities.

The Task Force on Joint Programmes within the Utrecht Network, composed by 6 JOIMAN partners, is planning to realise a 2 days training workshop to be implemented in April 2012 during the annual meeting in Utrecht. This is only one of the initiative which took place starting from the JOIMAN activities.

Besides these positive experiences, a **number of initiatives** have born from the international seminars and from the dissemination activities. JOIMANees have been invited to present results in different events.

From those events, JOIMAN partners are collecting suggestions in order to understand the major needs on JOIMAN themes for further development.

6. Contribution to EU policies

JOIMAN project addresses a crucial topic for the creation of the European Higher Education Area and for the Bologna Process implementation, which is the so called “Joint Degrees” and what the JOIMAN project calls “Joint Degrees Programmes” or more simply “Joint Programmes”. Quoting the Bologna action line “Joint Degrees”:

“Good Joint Programmes offer a series of interrelated benefits for students, staff and institutions alike... ...Joint programmes also offer the potential to develop more internationalized, multi-dimensional curricula. Students experience the intellectual stimulation of viewing their chosen subject through more windows, developing new learning methods and ways of thinking. In the same way, university staff can be exposed to unfamiliar approaches to their subject through more sustained contact with partner colleagues. In doing so, they may also explore how different methods of teaching and learning in their areas of specialization can complement and enrich each other”.

Joint Programmes represent an added value for the Bologna Process implementation and for the building of the European Higher Education Area as they improve the **Mobility** (either the horizontal mobility and the inter-cycles vertical mobility), the **attractiveness** of the European universities to the world, the overall **quality assurance processes** of the institutions involved and the **international cooperation** within and beyond the European Higher Education Area.

After many years of quantitative increase of Joint Programmes in Europe, thanks to the Erasmus Mundus Programme and to the Bologna Process implementation, JOIMAN Network aims to investigate the administrative practices adopted and, for the first time, to intervene in the improvement of the **quality of the management** of these collaborative programmes. This will have a deep impact in the whole quality process of the institutions directly involved in the Network and on the Higher Education Community to be reached by the Valorisation strategy.

The overall idea of the JOIMAN Network is the **cooperation** and the **exchange** of experiences among the network partners and beyond, and the **knowledge transfer** to the wider Higher Education community interested in the results of the project. The multiplier effect generated by the knowledge transfer through the personal and institutional networks of the people involved in the project will guarantee that a large community will benefit from the JOIMAN results and therefore the whole European Higher Education Area will be interested.

The Louvain – Leuven Communiqué, among the other statements, focuses on the **social dimension** underlining the need to increase the equal opportunities for the access to high quality higher education. Joint Programmes are a great opportunity for students, but are still perceived by students (*ESIB publications: Bologna with students’ eyes*) as selective programmes reserved to high income students who are able to afford a long mobility in one or more countries. Without meaning to solve the problem of social cohesion, the JOIMAN project investigated on the issue of social dimension, with the aim to extract a picture of the different social cohesion systems in Europe and on how these different social systems can be adapted within a collaborative programme context.

