



Cooperation Mechanisms – EMMC management at Ghent University

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EMMCs in Europe and in the Flemish Community (Belgium)

- 2008
 - EU: 103 operational programmes
 - Flemish Community: 10 EMMCs co-ordinated
- 2010-11
 - EU: 113 operational programmes
 - 11 EMMCs co-ordinated
- Success rate?
 - Adoption of Bologna process from 2003 onwards
 - Experience: Ghent University as “Erasmus Succes Story” (2007: 20 in EU), ECTS-label, many EU projects in different programmes

EMMCs at UGent

Co-ordinating:

- IMRD – EM International MSc. in Rural Development (2004)
- EMMP – EM Master of Science in Photonics (2005)
- FUSION - European Master in Nuclear Fusion Sc. and Eng. Physics (2005)
- EMBC - EM MSc in Marine Biodiversity and Conservation (2007)
- EUMAINE – European MSc in Nematology (2007)
- IMFSE – International MSc in Fire Safety Engineering (2009)

Partner:

- EMLE - European Master in Law and Economics, coordinator Erasmus University Rotterdam (2004)
- CEMACUBE – Common European Master Course in Biomedical Engineering, coordinator RU Groningen (2009)

→ All projects have their common aspects, yet all have their consortium-specific particularities



Consortium income and partition

- Income from Flat rate (30.000 euro / year) and common tuition fees (students pay only one central amount; for EM-scholarship holders the tuition fee is being subtracted from total grant, max. 4000 euro Cat.A, max. 8000 euro Cat.B)
 - Income partly to be used for the organisation of the central secretariat, for sustainability purposes and to be divided among partners, all according to consortium agreement;
 - Division over partners can be with flat rates, and/or according to number of students, number of ECTS-credits delivered, etc.
- To be budgetted and agreed upon at time of project proposal design; to be consolidated in consortium agreement



Consortium's administrative organisation

- In general EACEA addresses the project co-ordinator, but the head of the co-ordinating institution remains legally responsible as legal representative (i.e. Rector / Vice-Chancellor signs all contracts)
- The project co-ordinator organises the secretariat for the consortium, presides the Management Board, guarantees the smooth operating of the consortium in general
- Preferably one full time secretariat coordinator is employed, payed by the project ('technical coordinator') for the day-to-day workings of the consortium, under management of the project co-ordinator



Cooperation Mechanisms - Consortium management

Consortium Management Board

- contains representatives of all full partners
- meets at least twice per year
- decides by vote on academic content, selection of candidates, budget
- assisted by:
 - Local Programme Steering Committees at partner universities
(local management 'echelon' for academic and administrative matters, implementing the programme at the respective partner university)
 - Examination and Dissertation Commissions (both local and consortium level)
 - Consortium-specific Education Quality Assurance Committee (alumni, professionals), attached to Management Board
 - Consortia can decide to create other committees or units tasked with specific aspects (promotion, alumni working, e.a.)



UGent: Involved internal administrative entities

- Programme secretariat (1 FTE+) for consortium management
- Central International Relations Office (1 FTE) for overall follow-up
- Faculty: formal approval of the programme
 - Faculty Board
 - Dean's administration (student administration, quality assurance unit)
- Central unit for study programmes and student administration
- Board of Governors: formal approval of the programme
- Financial Department
- Central Student Services:
 - Housing Department
 - University Language Center
 - e.a.



Administrative organisation UGent: Coordinator's Secretariat

The administrative management of the programme at the coordinating secretariat encompasses:

- Promotion and communication towards prospective students
- Screening of candidate-students, preparing the selection
- Follow-up of students and scholars within the consortium
- Visa-support to individual students (IRO: general procedures)
- Communication with consortium partners
- Organisation of consortium meetings
- Communication with EACEA and preparing reports
- Internal cooperation within Faculty administration
- Cooperation with central student office concerning student files and degrees
- Communication with Housing Department
- Cooperation with IRO concerning EACEA-modalities, contracts and issues concerning all EMMCs
- etc.

→ The consortium's 'hub'



Administrative organisation UGent: IRO

- Official project communication with EACEA (for which signature of rector is needed)
- Advisory role, knowledge transfer between operational and prospective projects
- Assistance in preparation of project proposals (administration and content)
- Organisation of meeting between UGent-consortium coordinators and local administrative entities on common issues and concerns
- Provide additional liaison with partner universities, next to technical coordinators
- Institution-wide communication with EACEA en EPOSvzw (Flemish National Agency) and other external organisations (City Council, Foreign Office,...)
- Preparation of policy texts for Internationalisation Policy Committee's agenda concerning EMA1

→ The consortium's 'mediator'



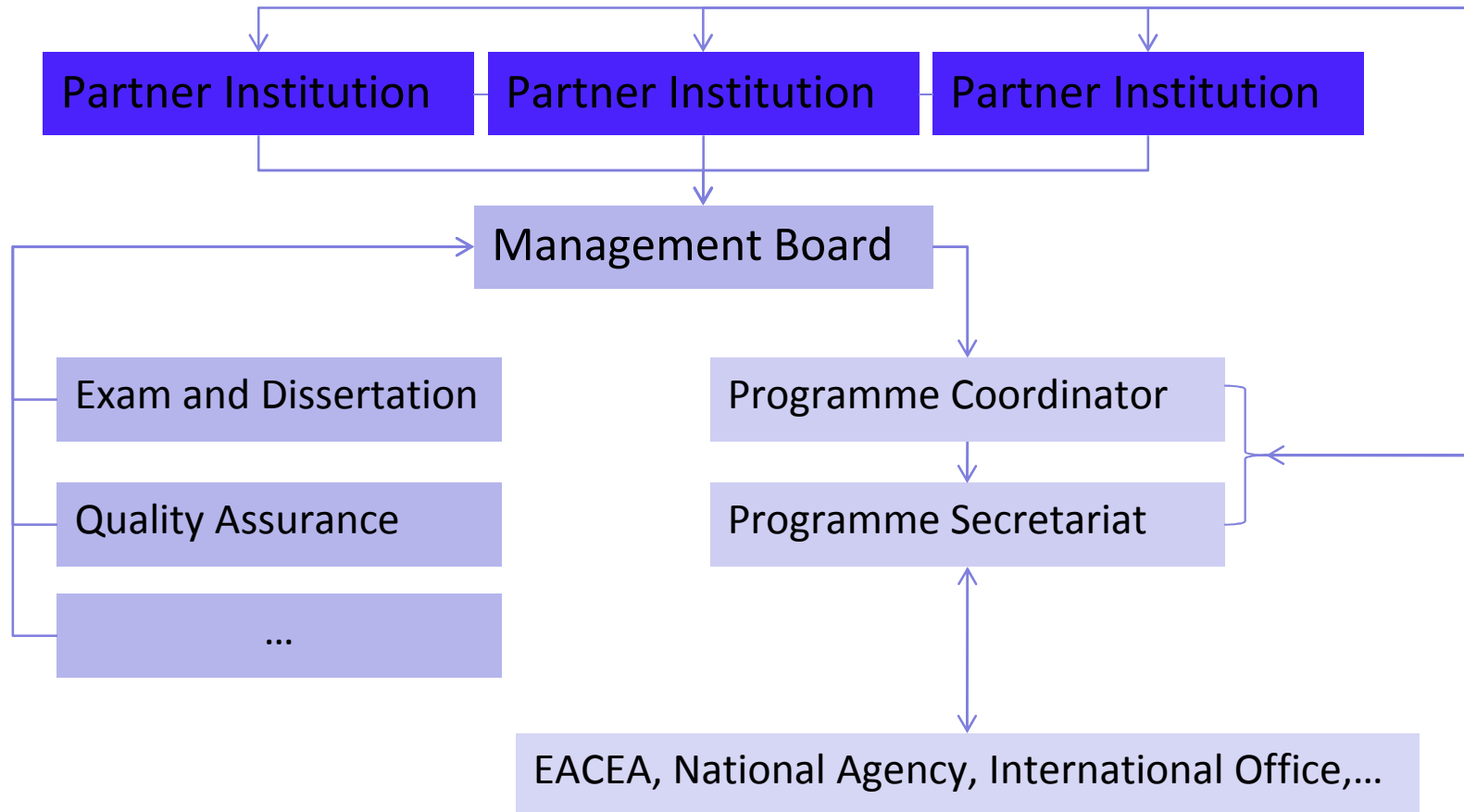
Administrative organisation UGent: Central Student Admin

- Study Programmes Unit
 - Support in finalising the Consortium Agreement
 - Request for the start of the Programme and the approval of the CA, to be granted by the University Management Board
 - Preparation of the Diploma and Diploma Supplement model
- Student Administration Unit
 - Enrolment of all students, also those not attending courses at UGent (EU/non-EU and regular/pro forma)
 - Awarding the Diplomas and Supplements, to be signed by all partner institutions

→ The consortium's 'consolidator'



Management: Graphical representation





Preparation of the Consortium Agreement

- Bear the future CA in mind whilst drawing up the project proposal
- Letters of Support signed by legal representatives are needed for the project proposal; adding an outline/draft of the CA might be useful too; fully endorsed CA even better
- Finalise the CA ASAP after project proposal: be aware of the long approval process within the respective partner institutions
- EACEA requires a copy of the finalised CA at the latest prior to the issuing of the first grant agreement
- Some institutions might require formally signed agreements even before handing in the project proposal



Preparation of the Consortium Agreement (2)

To be covered:

- Structure of the programme, mobility
- organizational structure and responsibilities (management)
- Financial Arrangement (tuition fee, EC grant, transfers between partners)
- Admission, Application, Selection procedure and enrolment procedure
- Practical implementation (details preferably worked out in an Annex)
- examination, transfer of credits
- Degree delivery
- quality assurance
- intellectual property rights



Accreditation

- According to national legislations of each degree awarding country
- Flanders: legal exception for EMMC
 - once a project is selected by EACEA, NVAO automatically accredits the joint programme. Joint degrees can then be signed in Flanders
 - after first three years it is recommendable to pass the full Flemish accreditation procedure for the joint programme: if successful, the programme becomes independent from the recognition within Erasmus Mundus
- The accreditation status is to be checked by the partners, through e.g. their respective National Agency. Be aware: this is an 'eligibility criterium' at the moment of enrolment of the first cohort (see Programme Guide)

After selection: preparing the first year

- ASAP: Promotion & website
- Consortium deadline for applicants Cat. A: approx. end of December 2010
- EACEA Deadline Cat.A: end of Januari 2011 -> finalise the selection decisions in a consortium Management Boarding meeting
- EACEA approval selection Cat. A: March 2011
- Consortium deadline for applicants Cat. B: approx. end of April 2011
- EACEA Deadline Cat.B: end of May 2011
- Specific Grant Agreement July 2011

Econsort: online cooperation tool

- Online website and consortium management-tool
- Developer: Dr. Tim Deprez, manager of EMBC-programme
- Used by all Ugent-coordinated EMMCs (6) and EMA2-projects (2)
- One independent 'tool instance' per consortium
- Can be accessed by all partners through the internet (secured)
- Online application form for students
- Mailing and archive
- Secured student pages: exchange of experiences, surveys, etc.

Some general observations

- A strong sense of initiative from the part of the promotor/coordinator is needed, but input and commitment of all partners is crucial
- Keep the size of the consortium manageable, both on the academic and administrative level; better three good partners than five 'pro forma'
- Partnerships can originate from longstanding academic collaboration and mutual trust, but formalisation and control mechanisms are necessary; Sometimes new partnerships tend to be the most dynamic
- International collaboration requires *internal* collaboration: the academics take the initiative, but the administration should be involved/consulted from an early stage, as the necessity of their commitment cannot be neglected; all local co-ordinators should be 'champions of Erasmus Mundus'
- Diplomacy is needed, but a Management Board should not shy away from taking decisions