



**MANUAL FOR
PLANNING AND IMPLEMENTING
JOINT MSc PROGRAMMES**

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Joint programmes offer a vision on integration at a European level that is one step ahead of current Bologna reforms.

Eric Froment, former President of EUA

1. INTRODUCTION

1.1 Background

According to the ELLS Policy Document, one of the major aims of the network is to establish joint Master programmes (“Achievement of objectives 3”). This move towards inter-university co-operation on full-degree level also reflects recent trends within international education and supports the overall general aim of establishing a “European Higher Education Area”. It is in full accordance with international educational policy expressed in the Bologna Declaration (1999) and the subsequent ministerial communiqués: Prague May 2001, Berlin September 2003, and Bergen May 2005. By introducing the ERASMUS MUNDUS programme (2004-2008), the EU Commission has, furthermore, clearly signalled the wish for co-operation on joint programme level.

However no common European model for a European Joint Masters Programme exists, and neither should it be sought. Different models have been developed to meet the needs of partners working in different national and academic contexts

Successful co-operation on full-degree level requires detailed knowledge of the participating universities: What are the steps to develop and implement an MSc programme? Decision making procedures? Who is involved – when? Academic requirements and degree structures? National legal framework for degree awarding? Administrative set-up? - Not to mention financial implications.

1.2 Objectives of the Manual

The manual is based on a project the International Relations Officers (IROs) started in 2004. The project consisted mainly on

- an ELLS framework for joint Master programmes
- a comprehensive survey of the legal, administrative and financial issues in relation to joint programmes
- a workshop with educational specialists during the annual ELLS conference at SLU in October 2005

It is not the objective to design the one and only model for implementing a joint Master programme but to describe the most important items that should be taken into consideration based on the findings of the above mentioned IRO project. Not all questions have already been answered. Eric Froment’s above mentioned quotation reflects reality and necessities academic and administrative staff is confronted with when designing joint programmes. While many problems can be solved with pragmatism, commitment and compromise, there are legal conditions that cannot be bridged by mere good will.

The manual is not an essay on the challenging task of designing and implementing joint MSc programmes, but a tool giving instructions, recommendations and pointing out problems. It will also try to make the different decision making structures of seven universities more transparent and give an idea of the time frame that is needed for getting an MSc programme approved.

For a better handling most aspects are presented in form of tables.

2. COMPARATIVE OVERVIEW

2.1 Recommendations on the ELLS Framework for Joint MSc Programmes

The guidelines for a framework for an ELLS joint degree programme were developed by the IRO group and approved by ELSA, the ELLS Task Force and Board at the Vienna meeting in October 2004. The list defines a large number of elements in need of careful consideration when planning a joint degree programme. For the *Manual* the guidelines have been supplied with additional comments and recommendations.

Table 1

Guidelines	Comments and Recommendations
a) An ELLS Master programme is developed by at least three ELLS universities	<ul style="list-style-type: none"> • each programme should have a co-ordinating institution with regard to administration but also for a possible application for funding (e.g.ERASMUS MUNDUS) • for each programme a programme committee should be nominated that is responsible for all issues related to admission, examinations and graduation
b) The curriculum is developed by a Subject Area Group (SA). Sharing expertise and facilities, the involved universities contribute to <u>different</u> parts of the programme	<ul style="list-style-type: none"> • central decision before designing the programme: developing new courses will require different decision making processes than using existing courses (effects the time to get the programme approved)
c) The MSc programme is pre-recognised by all institutions involved. Periods of study and examination in an ELLS joint degree programme are fully recognised at all ELLS universities participating in the programme	<ul style="list-style-type: none"> • by designing schemes for student mobility legal aspects should be taken into consideration, e.g. no study abroad periods shorter than three months due to ERASMUS regulations for mobility grants
d) The programme consists of 120 ECTS	<ul style="list-style-type: none"> • CUA has shorter MSc programmes (90 ECTS) • SGGW does not have a homogeneous system: 3-3,5 years B.Sc. plus another 1,5 –2 years MSc programmes • subject areas, quality assurance and IRO should discuss a standardised grading and workload system for ELLS
e) Language of instruction is English, but provision for language and cultural learning is made.	<ul style="list-style-type: none"> • with regard to ERASMUS MUNDUS the option for language training and cultural courses should be part of the curriculum
f) To safeguard cohesion in the study programme students must spend between a minimum of 30 ECTS and a maximum of 60 ECTS at at least one other ELLS institution	<ul style="list-style-type: none"> • when designing the study abroad periods the course committee should mention the national laws for awarding the degree of the partners involved
g) The MSc thesis is jointly supervised by teaching staff from at least two participating ELLS universities	<ul style="list-style-type: none"> • guideline for joint thesis supervision should be developed by subject areas and the quality assurance group

h) Upon completion of the full programme the student will receive one or more legally recognised degree(s) and a diploma supplement listing all ELLS universities involved in the programme	
i) The Subject Area group defines prerequisites for admission within the ELLS framework for joint MSc degrees	<ul style="list-style-type: none"> • a set of criteria is depended on legal national requirements and cannot be changed
j) Within the ELLS framework for joint MSc programmes procedures for examination are described	<ul style="list-style-type: none"> • if examiners from other participating universities are necessary, funds for travelling have to be available
k) Within the ELLS framework for joint MSc programmes criteria for quality assurance are described, securing academic level and content, and comparable programme evaluation procedures	<p>Quality Assurance Group</p> <ul style="list-style-type: none"> • joint evaluation sheets • joint grading system or conversion table
l) Within the ELLS framework for joint MSc programmes a mutually acceptable arrangement regulating finances and tuition fees will be developed	
m) The involved institutions co-operate on marketing and recruitment	<ul style="list-style-type: none"> • the co-ordinating institution should also co-ordinate the information and marketing initiatives (website, brochures etc.)
n) Arrangements for the organisation of enrolments and student administration have to be agreed upon and described in the manual for joint ELLS MSc programmes	see table 5

2.2 Legal Questions

2.2.1 Legal Approval of MSc Programmes

All ELLS member universities have a legal framework for MSc programmes. Problems may arise from the various time consuming procedures for getting a proposal through internal and external bodies / councils.

Table 2: Necessary steps to get the MSc programme legally approved

	SLU	UHOH	BOKU	WUR	LIFE	CUA	SGGW
Faculty Board	X discussion	X	X Fachstudienkommission				X
Dean					X		
University Committee for Education	X (discussion)	X	X Senatsstudienkommission	X	X (Studienævn)		
Senate / University Council		X	X	X			X
Executive Board / Rectorate	X	X	X	X		X	
University Board	Univ. Board = Styrelsen	X	x				
Nat. Accreditation Agency		X For new programmes necessarily before start		X		X	X
Ministry		X		X	Only for completely new programmes. No need when specialisation	X	X

Procedure for approval of an MSc programme at the University of Natural Resources and Applied Life Sciences, Vienna

Summary for the ELLS IRO Group by MCP / ZIB 3. October 2006

1. Curricula Development:

The professors interested in developing a new curriculum should develop the structure in close co-operation with the specific study commission (Fachstudienkommission). Ideally, for financial reasons, the majority of courses should be taken from already existing courses.

An analysis of the career opportunities of the prospective alumni has to be done.

2. Submission for approval:

The Fachstudienkommission then submits the curriculum to the Study Commission of the Senate (Senatsstudienkommission), who discusses the programme with the Senate. Finally, the Senate approves the programme.

Then the rectorate approves the programme if it is possible for the university in terms of financing.

In a last step the external board of the university (Universitätsrat) has to be asked for acceptance.

For starting a programme in October, the whole procedure – including the acceptance by the board - has to be done by June at latest.

The whole procedure (from starting the negotiations to the approval of the external board) can take up to two years.

3. Special regulations for International Master programmes with other partners:

The contract with the partner universities should be developed as soon as the curricula structure is clearly defined.

It is essential that the contract between the partner institutions describes the curriculum in detail; listing all study abroad periods foreseen. Furthermore the procedures of admission, enrolment data transfer and the conditions how to get the certificate as well as the tuition fees have to be clarified in the contract.

In the case of double degree programmes at Master level with two partner institutions, ideally the programme should prescribe an equal length of study at both institutions (60 ECTS : 60 ECTS).

In cases where more institutions are involved, a minimum of 40 ECTS points must be completed at BOKU for obtaining a BOKU degree. Part of those 40 ECTS can also be achieved by joint supervision of the Master thesis (BOKU supervisor).

According to BOKU regulations, the joint supervision of the Master thesis has to be an integral part of the Joint Curriculum.

Assistance in establishing those contracts is provided by the Center for International Relations (CIR) of BOKU. It is recommended to involve the Vice-rector for Education and Internationalisation and the CIR as well as the Fachstudienkommission at an early stage of the planning in order to benefit from their experience with similar projects.

CUA Prague – Regulations for a Double Degree MSc Diploma Programme with one or more partner institutions

Double Degree MSc at CUA Prague 10 Oct 2006

Introduction

The BOKU regulations completely correspond with those of the CUA Prague as they are very similar.

There are two options in the Czech Republic:

- A. Double Degree MSc Diploma Programme
- B. Joint Degree MSc Diploma Programme

In both cases these joint programmes are implemented in accordance with the Czech Republic's Act on Universities No. 111/1998 Coll., including the 2002 Amendment. The difference between these two programmes is in that the DD-programme is not as rigid. At least 50% of the curricula is identical or very similar and each participating university gets its programmes accredited, following a mutual agreement with its national accreditation committees.

Double Degree MSc Programmes

In the Double Degree MSc Programmes the MSc students usually study at their home universities, where they gain 60 ECTS points. They spend the second year studying at the partner universities where they also gain 60 ECTS points in the following 2 semesters. Some Double Degree MSc Programmes are 4-semester, others take five semesters (e.g. at WUR Wageningen) and the students can decide where they want to write their diploma theses. In the 4-semester programmes the diploma theses are always written up at the partner universities. The Diploma is issued in the national language, while the Diploma Supplement is issued in English.

Joint Degree MSc Programmes

The Joint Degree MSc Programmes are common for both or more universities as they are completely identical and accredited by the same accreditation committee. However, this is theory since the CUA Prague does not have any such JD Programmes at present.

Examples of the DD - MSc Programmes (paired, as indicated by the lines)

- CUA : Economics and Management
- WUR: Management, Economics and Consumer Studies
- CUA: Forestry, Water and Landscape Management
- WUR: Environmental Sciences
- CUA: Landscape Management
- Cranfield University: Environmental Management for Business
- CUA: Economics and Management
- Cranfield University: Environmental Management for Business
- CUA: NARMEE with Lincoln University, New Zealand

Procedure for approval of an MSc programme at the University of Hohenheim

Summary for the ELLS IRO Group by Christine Donat, International Office, 14. October 2006

Curriculum Development:

The Curriculum is developed by a group of professors / teachers with regard to the availability of resources, to quality and market demands.

Submission for approval:

1. *Studienkommission* (study commission) of the faculty
Regulations on study programmes and examinations (Studien- und Prüfungsordnungen) have to be approved by the study commission (Studienkommission)
2. *Kommission Studienangelegenheiten* Agrarwissenschaft (KOSA)
Gives a recommendation for approval by the *Fakultätsrat* (Faculty counsel)
3. *Senatskommission für Lehre* (Committee of Education)
Gives a recommendation for approval by the *Senat* (Senate).
4. The *Senat* (Senate) has to approve the MSc programme.
5. The *Hochschulrat* (University Board) has to agree, with the exception of study programmes that are mentioned in the Struktur- und Entwicklungsplan (university strategy plan)

6. *Ministerium für Wissenschaft, Forschung und Kunst* (Ministry of Science, Research and the Arts Baden-Wuerttemberg)
The Ministry has to approve the study programme.
7. Accreditation
New study programmes have to be accredited before starting.

Procedure for approval of an MSc programme at University of Copenhagen, Faculty of Life Sciences* (former KVL)

Summary for the ELLS IRO Group by Sanne Hovendal, 23.02.2007

Pre-approval Phase

Ideas for new Degree Programmes must be supported by the Educational Committee chaired by the Pro-dean for Education. Ideas that have been supported are then developed further and relevant parties, such as the relevant Studienævn, must be consulted.

Approval Phase

It should be said at first, that there is no direct correspondence between the English and Danish terminology. I therefore distinguish between Degree Programmes and Joint/Double Degrees (as awarded degrees).

A 'Common Degree Programme' (Fællesuddannelse) can be awarded both a Joint and a Double/Multiple Degree.

A 'Parallel Degree Programme' (Parallelførløb) can also be awarded both a Joint and a Double/Multiple Degree.

Common Degree Programmes' (Fællesuddannelse) in a new area of study as well as specializations within an already existing area of study must always be approved by the Study Board, the Dean, and by the Ministry.

Deadline for submitting a new programme proposal to the Ministry is 15 September the year before admission to the programme begins.

Parallel Degree Programmes' (Parallelførløb) in a new area of study are approved according to the same procedures as 'Common Degree Programmes'.

'Parallel Degree Programmes' as specializations within an already existing area of study will only need to be approved by the Study Board and the Dean.

Consequently, the approval of a 'Parallel Degree Programme' as a specialization within an already existing area of study is the least complicated procedure. However, only degrees where it is possible for a student to complete the entire degree at the home university can be categorized as a 'Parallel Degree Programme'. It can, though, be a requirement in the programme description that the student takes a certain amount of ECTS credits at the partner institution(s).

Procedure for approval of an MSc programme at SLU

Summary for the ELLS IRO Group by Anna Lauritz

The difference between degrees

In Sweden today there is a difference between the Swedish "Magisterexamen" (the translation has not yet been decided) and the Master's Degree. Currently, work is underway within SLU and the Swedish National Agency for Higher Education concerning changes to the university degrees. These changes will be implemented on 1st July 2007. At the time being, decisions have been made confirming that:

- Students who have successfully completed a two-year Master's programme (120 ECTS) will be awarded the Master's degree.

*On 1 Jan.2007, the merger between the Royal Veterinary and Agricultural University, The Danish University of Pharmaceutical Sciences and the University of Copenhagen has been realised. As a consequence, KVL has changed its name to the Faculty of Life Sciences (LIFE).

- Students who have successfully completed a one-year Master's programme (60 ECTS) will be awarded the Swedish degree "Magister".

Language of Instruction

A "Magister" programme that is taught in Swedish always have the Swedish name first and the English name will follow. For example Miljö kemi och riskbedömning (Environmental Chemistry and Risk Assessment). A programme that is taught in English have the English name first and then the Swedish name.

If the programme is a Master's programme it will always be taught in English and therefore does not need a translation of the name or degree to Swedish.

The variety of Master's programmes

Normally one speaks of the "Danish" or "Norwegian" system of Master's programmes at universities. SLU is following the Norwegian system which means that there are a large number of Master's programmes but the majority of them have several joint courses. The Danish system stands for a relatively few numbers of Master's programmes but the programmes has several directions. Which means that the students have the first semester or year joint and then split up into several in depth studies.

The creation process

The idea to create a new Master's programme seldom starts with a Top-down approach from the University board but more common is that the idea is woken from researchers or the advisory board of an already existing programme.

Hence, if the idea is woken from the advisory group (they are the responsible for the subject area) within the university department, the group starts with deciding if the university has the necessary knowledge and scientific competence to create a Master's Programme. They also assess if there is a target group large enough to attract the minimum amount of students needed to run the programme. When they have come to a decision to move forward the first task is to contact the own Faculty's education committee. The Education committee is responsible for the study programmes syllabus. The advisory group has to explain the need of the programme, target group, employability for the students after finishing the degree, connection to the work market (for example if the final degree thesis is conducted at an industry) advantage of joint studies with already existing programmes etc. At this stage the Admission Office is also included in the discussions mainly concerning validation of foreign degrees needed for the students to be admitted to the programme. The discussions between the different groups are to make sure that the creation of the programme has the support from the university that it needs.

If the two groups come to a joint decision to move forward they present the suggestion to establish the programme to the university board. The University board consists of a chairman, the rector of the university, And at the most 13 other members. The chairman is appointed by the Swedish government and the vice-chairman is appointed by the university board itself. The board also includes representatives from the teachers, researchers and 3 students.

The future administration of Master's programmes at SLU

Each Swedish "magister" programme will have a Education committee that has the main responsibility to examine the students for the Master's programmes there will be a Education committee responsible for several programmes.

Each Faculty also has a research team and in the future they will be more included in working with the Master's syllabus since the education will be closer knit to the research areas.

Procedure for approval of an MSc programme at Warsaw Agricultural University

Summary for the ELLS IRO Group by Mieczyslaw Rygalski

1. The Ministry of National Education gives the definition of so called "standard" or "minimum curriculum content" – the standard constitutes 40 % of the whole "content of curriculum" (the share of standard in a content of curriculum is not identical to participation in a total number of courses composing the whole programme, as students receive different number of ECTS for each course).
2. Ministry of National Education defines the principles of final exams and defence of Master's thesis (it is 20 ECTS or more for defence – if it's more, then this number is determined individually by The Faculty Board of the faculty realizing programme, according to the major).
3. The standard also defines the knowledge and skills which the candidate for the MSc studies must have after the bachelor level.
4. The Faculty Board works out the programme for 100% of courses (40% is given as a "standard") and defines the "staff minimum" – if someone from the staff realizing programme lose/change the job or die during its realization, this person has to be replaced by another one to maintain the staff minimum.
5. All this is approved by the Ministry of National Education. The University Senate is informed and approves new MSc programmes but only formally. It doesn't happen that the Senate interferes in decisions of the Faculty Board.
6. The Senate determines the number of students, who can be enrolled in a given major and confirms the entrance procedures which are proposed by The Faculty Board.
7. The Accreditation Commission starts its evaluation procedures when the first graduates finish the programme (on average after two years from the beginning of the programme). The Commission estimates the quality of education and brings in a verdict: affirmative one, negative one or conditional one (in the last case The Faculty Board is forced to remove the indicated faults in the time defined by The Accreditation Commission). In the case of affirmative verdict the programme is continued and The Commission evaluates it on average every five years (but can do it any moment if somebody – for example student's organization – would have reservations).
8. The University's and Faculty's authorities also create Internal Quality Assurance structure: it's a Rector's plenipotentiary at the academic level and one person pointed out by the Dean at the Faculty level.
9. There is an internal evaluation of realization of didactic process - once a year by the Senate and twice a year by The Faculty Board.
10. Additionally, another commission located in the Student's Affairs Office estimates the programme from the point of view of international cooperation.
11. The same procedures will be in force for the MSc programmes with English as a language of instruction, unless the new regulations (which are expected at the end of 2006) will be adopted.

The MSc programmes consists of 90 – 120 ECTS, depending on the major:

- 90 ECTS for MSc programmes in so called "technical" majors
- 120 in others.

The technical majors in our system (90 ECTS for MSc programme) are:

- biotechnology,
- civil engineering,
- forestry,
- environmental protection,

- horticulture,
- environmental engineering,
- agriculture,
- agricultural and forestry engineering,
- wood technology,
- food technology and human nutrition,
- animal science,
- landscape architecture,
- regional planning and management,
- management and production engineering,
- agricultural and commodity science

The others (120 ECTS for MSc programmes) are:

- management and marketing,
- finance and banking,
- computer science and econometrics,
- sociology,
- tourism and recreation,
- biology,
- economics

Procedure for approval of an MSc programme at WUR

Summary for the ELLS IRO Group by Bert Boerrigter

Procedure depends a.o. on who is taking the initiative.

Normally this starts with an initiative at the level of the department or Science Group (kind of faculty within WU). In some cases the Executive Board takes the initiative (rare).

The **Executive Board** develops a policy for starting new programmes which offers the framework for the institution. The Executive Board also develops the policy and sets the framework for joint (inter-)national programmes.

At this moment the policy is **not to start any new programme**, rather to diminish the number of BSc and MSc programmes at WU. Initiatives for new programmes should be connected to existing programmes (BSc and MSc) as much as possible (sub-programme, specialization etc.).

General procedure

1st step

Development of programme by initiators, based on objectives, perspectives, content, organization etc.

2nd step

Proposal is send to relevant Science Group(s) for comments and/or approval.

3rd step

Proposal is send to WU Education Institute for comments and/or approval (or sometimes for a pre-assessment)

Step 2 and 3 can be parallel

4th step

Proposal is send to Executive Board for final approval. EB asks advice from Education and Research Office.

5th step

Final decision by the Executive Board.

6th step

Once approved (inter)national accreditation process starts upon a formal request by Executive Board

7th step

Upon national accreditation the programme is registered in national register CROHO and after this has been realized the programme can start.

Some remarks:

- This is not a very rigid procedure and may differ slightly from case to case. Important is that the Executive Board has to approve the programme at the end. Without this approval no new programmes can be started.
- For joint programmes the courses delivered by international partners will be subject to accreditation criteria by the Dutch Flamish Accreditation Organisation.
- The whole procedure will take at least a year (after step 1).

2.2.2 Double / Multiple Degrees

All ELLS universities are allowed to set up courses with double (multiple) degrees. The conditions for awarding a double degree are similar to those for awarding a national M.Sc, with the exception of SGGW where the regulations are unclear.

2.2.3 Joint Degrees

The Swedish and the Polish law does not allow joint degrees. For all other partners awarding a legally approved joint degree is possible. Academics should take into consideration that for WUR and CUA a legal accreditation of the programme at all partner institutions is necessary or that the joint programme has to be part of a legally accredited programme (WUR). Danish law now allows joint degrees / programmes.

Table 3: Specific Requirements for Double (Multiple) Degrees & Joint Degrees

	Double / Multiple Degrees	Joint Degrees
SLU	issuing a double / multiple degree requires an <i>agreement</i> with the universities concerned, otherwise the last part of the programme has to be taken at SLU	not allowed due to national law
UHOH	same conditions as for national degree	same conditions as for national degree
BOKU	requires bilateral or multilateral contracts with the partner institutions including study plans. Study plan has to be approved by Senate	Same conditions as for double / multiple degrees, but no joint certificate is possible Due to a new law that came into force in 2006, BOKU is now able to award MSc degrees and not exclusively "Diplomingenieur" titles
WUR	same conditions as for national degree; students should take at least 60 ECTS at WUR double degree under an existing programme does not need specific requirements	yes, under certain conditions (law will probably be changed in 2008)
LIFE	issuing a Double or Multiple Degree Diploma is allowed by Danish national legislation	issuing a Joint Degree Diploma signed by all involved institutions is allowed by Danish national legislation
CUA	requires legal accreditation of all partners	requires legal accreditation of all partners
SGGW	regulations are unclear law will probably be changed in 2007	not allowed due to national law

Due to the legal conditions it is not recommended for joint ELLS programmes to aim for a joint degree but to foresee the awarding of two or more national degrees.

2.3 General Regulations and Academic Aspects

Academic regulations vary in detail but there should be a sound basis for discussion and for compromises as for all ELLS partners there is a certain legal framework for study programmes giving more or less scope for the definition of individual criteria.

Table 4

<p>Programme structure</p> <ul style="list-style-type: none"> • Duration / ECTS • Electives 	<p>taught MSc with compulsory thesis</p> <ul style="list-style-type: none"> • 120 ECTS for the MSc, including 30 ECTS for thesis • exception: CUA: 20 ECTS for thesis, SGGW: 20-30 ECTS for thesis • used by all partners • obligatory for BOKU, LIFE & CUA <p><i>Recommendation:</i> 30 ECTS of electives make it easier to design student mobility within the network (not relevant for a joint programme)</p>
<p>Admission to MSc programmes</p> <p>Further requirements as:</p> <ul style="list-style-type: none"> • Language requirements • Professional experience • Letter of motivation • Letters of recommendation 	<p>relevant B.Sc.</p> <ul style="list-style-type: none"> • have to be decided by the programme committee concerned and have to follow the rules of admission of the first “home” university (as soon as the student has been enrolled in an ELLS university, all other ELLS partners should accept the student). • individual for each university
<p>ECTS</p>	<p>Standardised for defining the workload of a programme</p> <ul style="list-style-type: none"> • Replaces the local workload definitions or is used additionally as transfer tool for student mobility • The ECTS grading system is not used (relative grades) • Different understanding of ECTS <p><i>Recommendation:</i> Transfer of credits and records in joint programmes requires a standardised conversion table ¹, ECTS should only indicate the workload</p> <p>¹ Standardised conversion tables (i.e., for describing weekly hours per Semester in ECTS) can only be made for one joint programme, as different study programmes at the moment use different methods of calculating ECTS (e.g. at BOKU and UHOH)</p>

<p>Master Thesis</p> <ul style="list-style-type: none"> • Evaluation • Joint thesis supervision 	<p>Research based</p> <ul style="list-style-type: none"> • by the supervisor • plus a second professor (UHOH, WUR) • plus external examiner (LIFE, CUA, SGW) • possible for all ELLS members • need of a second examiner for the thesis <p><i>Recommendation:</i> ELLS guidelines for joint thesis supervision should be taken into consideration by involving the quality assurance group</p>
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2.4 Organisational and Administrative Questions

Table 5

<p>Application</p>	<ul style="list-style-type: none"> • all applications should be submitted to the co-ordinating institution • admission to the programme in co-operation with the programme committee • proposal where a student starts the programme
<p>Registration</p> <ul style="list-style-type: none"> • fees 	<ul style="list-style-type: none"> • students register at their “home institution” which is the ELLS university where the students starts the programme; once they are accepted at one ELLS university, they will be automatically accepted by the other ELLS partners where the student wants to spend the exchange period. <p>Different models should be discussed:</p> <ul style="list-style-type: none"> • even compulsory study abroad periods at ELLS partner universities are handled as exchanges (fees at the partner universities will be waived) • Model of ERASMUS Mundus: students pay a consortium fee for the programme and not the individual fee for the university
<p>Examination Regulations</p> <ul style="list-style-type: none"> • credit transfer 	<ul style="list-style-type: none"> • for joint programmes it is absolutely necessary to have coherent examinations regulations (involving quality assurance and ELSA) • compulsory study abroad periods require special regulations for re-sits • standardised English transcripts should be available;

<p>Services</p> <ul style="list-style-type: none"> • welcome • housing • language training • inter-cultural training 	<p>welcome days or welcome week</p> <ul style="list-style-type: none"> • introduction to campus (institutes, facilities, academic staff) • city tour, maybe excursions to tourist sites • high priority for students that come only for a period from three to six months • need for strategies, because of shortages of accommodation at most of the ELLS universities • especially in English taught programmes students risk to get no insight into the culture of their host country
<p>grants & scholarships</p>	<ul style="list-style-type: none"> • legal aspects for national grants / loans should be taken into consideration when planning compulsory student mobility • study abroad period must not be shorter than three months due to the ERASMUS regulations for mobility grants • generally there will be an increasing demand for financial support if the programmes do not only aim for affluent students
<p>Information</p> <ul style="list-style-type: none"> • new challenges besides the services the universities already have (student counselling, IRO etc.) 	<ul style="list-style-type: none"> • there is still a lack of awareness for ELLS amongst the students of the ELLS members (more input of ELSA) • joint programmes will need special brochures, posters

3. PROJECT PLAN

The basic condition for the project plan is an approved subject area. In accordance with the Policy Paper and in accordance with the institutional policies joint programmes may be derived either from combining resources of existing programmes or from planning completely new Master programmes in which the involved universities contribute to different parts of the study programme. The project plan takes into account only the more complicated and time consuming planning of a new Master programme

Table 6

planning completely new Master programmes in which the involved universities contribute to different parts of the study programme	
internal discussion in the SA-group on why the new programme is needed	<ul style="list-style-type: none"> • existing demand for the new course • advantages of the course • students' interest • coherence with the ELLS guidelines for joint programmes • EUROPEAN DIMENSION
information of the ELLS Board and of the Task Force	<ul style="list-style-type: none"> • can be a written report / Board will not take a decision at that stage
<i>recommendation:</i> application for funds (ELLS incentive fund or ERASMUS Curriculum Development)	<ul style="list-style-type: none"> • funds for additional meeting of SA or for staff (scientific secretary) • Deadlines!
Development of the curriculum Involvement of the IRO group Involvement of ELSA and the Quality Assurance group Regulations for admission Involvement of the IRO group Examinations regulations Involvement of the IRO group Planning of study abroad periods Involvement of the IRO group Financial clarification and commitment Decisions of the ELLS Board	<ul style="list-style-type: none"> • Need for strategic planning in each participating university • Quality of the programme • Labour market perspectives • Overlap with existing programmes • Demand of society • Affordability, financial resources • Consideration of legal and institutional requirements • Consideration of legal and institutional requirements • Incoherence of academic calendars (see annex) • Legal and administrative aspects • Distribution of income and expenses between partner universities

<p>prepare the necessary steps to get the MSc programme legally approved by the internal institutions of each university involved</p> <p>see TABLE 2 (Page 4 / 5)</p>	<ol style="list-style-type: none"> 1. Faculty Board: SLU, UHOH, BOKU, CUA, SGGW 2. University Committee for Education: SLU, UHOH, BOKU, WUR, LIFE 3. Senate / University Council: UHOH, BOKU, WUR, SGGW 4. Executive Board / Rectorate: UHOH, BOKU, WUR, LIFE, CUA 5. University Board: SLU, UHOH, BOKU, CUA
<p>approval by external institutions</p>	<ol style="list-style-type: none"> 6. National Accreditation: UHOH (a complete new MSc requires accreditation before the programme can start), WUR (not for specialisation of an existing programme), CUA, SGGW 7. Ministry: UHOH, WUR (not for specialisation of an existing programme), LIFE (not for specialisation of an existing programme), CUA, SGGW,
<p>Administration of the new programme</p>	<ul style="list-style-type: none"> • programme committee for admission, examination and graduation and evaluation / Quality Assurance
<p>Information on the new programme & marketing</p>	<ul style="list-style-type: none"> • website, brochure / flyer, poster